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ABSTRACT

This report presents seven articles on current issues in higher education and a separate faculty salary report for 1997-98. Articles on the status of the profession are: (1) "Faculty Salaries, 1997-98" (John B. Lee and Robert Harmon); (2) "Workload and Productivity in an Era of Performance Measure" (Henry Lee Allen); (3) "Part-Time Faculty at Community Colleges: A National Profile" (James C. Palmer); (4) "Technology Issues in Bargaining: The New Unionism" (Christine Maitland and Gary Rhoades), including an appendix titled, "NEA Higher Education Bargaining Units"; (5) Fiscal Prospects for Higher Education: 1999" (William Zumeta); (6) "Benefits and Retirement in a Decade of Change" (Jay L. Chronister); and (7) "The Worklife Issues of Higher Education Support Personnel" (Linda K. Johnsrud). The institutional faculty salary report provides salary and compensation information for 3,216 institutions. Data are organized by state, institution type, and control and are based on preliminary 1997-98 data from the National Center for Education Statistics (ED) Integrated Postsecondary Education Data System. (CH)

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The NEA 1999
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Overview

by Harold S. Wechsler

***Harold S. Wechsler** is a professor of education at the Margaret S. Warner Graduate School of Education and Human Development, University of Rochester.*

A former editor of NEA higher education publications, Wechsler has published books and articles on student access to higher education and on education for business and for teaching.

Wechsler is currently writing on efforts to reduce racial and ethnic prejudice on college campuses and on the history of methods of college admission.

"In knowledge-driven organizations, where knowledge is the end as well as the means," writes sociologist Burton Clark, "a fragmented but intense professionalism is the only effective guarantor of standards." Neither state officials nor central administrators can offer guarantees, he adds. "They are too remote from the laboratory and classroom, too lacking in control of subject to effect useful control over persons."

External authorities continually try to exercise control, despite such admonishments. "Failing to grasp the logic of the profession, indeed the very requirements of an effective modern system of higher education," adds Clark, "narrow management attempts to substitute the nuts and bolts of bureaucratic regulation."[1] The *NEA 1999 Almanac of Higher Education* features a report by Henry L. Allen on one current attempt: the move by many states to set performance measures and to link these measures to budgetary allocations.

Many states, says Allen, use performance measures to assess faculty workload and productivity; 14 states link allocations to performance. "Workload and Productivity in an Era of Performance Measures" explores the growing reliance on these measures, assesses the validity of indicators used to measure faculty performance, notes the scholarly objections to their use, and examines the prospects for the growth of the movement. At a time when more states are adopting performance measures, Allen concludes, "Professors ... must battle for fairness in the indicators, for equity when the indicators are linked to compensation, and for public trust and political sympathy."

Among other highlights from the *NEA 1999 Almanac*: The average salary for faculty members in 1997-98, report John B. Lee and Robert T. Harmon, in "Faculty Salaries, 1997-98," increased by 2.9 percent to $52,481, down from the 3.1 percent increase reported for 1996-97. But this average salary increase beat the 1.8 inflation rate by 1.1 percent, up from last year's 0.2 percent. Faculty purchasing power increased by 0.3 percent over 1972-73, the prior peak year, corrected for inflation.

How are the demographics of the community college faculty workforce changing? One major change, notes James C. Palmer, an authority on community colleges, is the rapid growth of part-time faculty members. "Part-Time Faculty At Community Colleges: A

National Profile" traces the reasons why the proportion of part-timers in the community college faculty workforce grew from 38 percent to 64 percent between 1963 and 1995. The essay also outlines the demographic composition of this segment and discusses the conditions of work. Palmer, citing data from *The 1993 National Survey of Postsecondary Faculty,* notes the growing number of "reluctant part-timers." Just under half of all part-time community college faculty, he notes, accepted their positions because full-time posts were not available. Finally, Palmer speculates on the academic consequences of relying on "contingents" and "reluctants" for the majority of freshmen who begin postsecondary studies at community colleges.

The late 1990s, notes William Zumeta in "Fiscal Prospects for Higher Education: 1999," show a modest increase in the proportion of aggregate state appropriations going to higher education. Tuition and fee increases at state colleges and universities moderated last year, Zumeta adds, while state and private student grants grew to $3.19 billion, a 62 percent increase over five years. Zumeta, like Allen, notes the increased use of performance indicators, adding that states imposed more conditions on funding at a time when higher education's share of state appropriations declined.

Jay Chronister, in "Benefits and Retirement in a Decade of Change," examines the effect of two changes in the composition of the faculty on benefits: the rising proportion of full-time nontenure track faculty and the increase in the average age of the tenured faculty. Benefits expenditures, he notes, have stabilized, largely because of medical cost containment measures. Chronister also completes his discussion of work-family issues, begun in the *NEA 1998 Almanac,* by examining wellness initiatives, employee assistance programs (EAPs), counseling services, and work schedule modifications.

What do we know about the 767,069 higher education support staff? Linda K. Johnsrud, an authority on personnel issues in higher education, reports on support staff demographics and the attitudes of these workers towards their conditions of employment in "The Worklife Issues of Higher Education Support Personnel." Using data from a specially commissioned NEA study, she notes the highest levels of support staff satisfaction with health and safety, the kind and amount of work done, job security, and personal fulfillment, and lowest levels for wages and chances for promotion.

NEA continues to keep its higher education members informed about the conditions of academic work, new methods of teaching, and federal and state policies. A Web site (www.nea.org) and reports from the NEA Higher Education Center complement the NEA publications program: The *NEA Almanac of Higher Education, Thought & Action,* and the *NEA Higher Education Advocate.* Please send your comments and suggestions to Cornelius Lehane, editor of NEA higher education publications: Clehane@nea.org.

Thanks for research and bibliographic assistance to Scott Morgan, a student in the Higher Education Program at the Margaret S. Warner Graduate School of Education and Human Development, University of Rochester, and to University of Rochester librarian Kathleen McGowan.

NOTE

[1] Burton R. Clark. *The Academic Life: Small Worlds, Different Worlds.* Princeton, N.J.: The Carnegie Foundation for the Advancement of Teaching, 1987: 268, 275.

PART I
STATUS OF THE PROFESSION

Faculty Salaries: 1997-98

by John B. Lee and Robert T. Harmon

***John B. Lee** is the president of JBL Associates, Inc., a Bethesda, Maryland consulting firm specializing in postsecondary education policy issues. Lee received his doctorate in higher education from the University of California, Berkeley. He started his career as an instructor at Laney Community College, Oakland, California, where he served as academic senate president and president of the faculty union. Subsequently, he worked for Stanford Research International (SRI), the Education Commission of the States, the Education and Labor Committee of the U.S. House of Representatives, and Abt Associates. Lee's areas of specialization and research include student aid policy and higher education government and finance.*

***Robert T. Harmon** is a senior research associate at JBL Associates, Inc. He has worked extensively with higher education issues and has completed reports for many clients, including the National Education Association, the U.S. Department of Education, the Career College Association, Sinclair Community College, and the Joint Legislative Budget Committee of Arizona.*

The national average salary for faculty members on 9/10 month contracts was $52,481 in 1997-98, up 2.9 percent since 1996-97. Faculty purchasing power rose to 0.3 percent above the 1972-73 peak—the first year that faculty purchasing power surpassed that peak. Average salaries increased 2.7 percent in public institutions and 3.6 percent in independent institutions between 1996-97 and 1997-98.

The difference between the highest- and lowest-paid faculty ranks grew since last year. Professors earned $36,348 more than instructors in 1997-98, a $4,448 increase from the $31,900 gap, corrected for inflation, in 1972-73.

Some additional highlights:

- California faculty members received the highest average salary, $64,909, among faculty members with 9/10 month contracts in public four-year institutions (Table 11). Alaska faculty members in public two-year institutions received the highest salaries in their sector, $61,909. Faculty members in Massachusetts received the highest average salaries in independent institutions, $66,093 (Table 11).
- West Virginia and New Hampshire faculty members received the largest public sector salary increases. Faculty salaries in West Virginia two-year colleges rose 6 percent; faculty salaries in New Hampshire four-year colleges increased 7.7 percent (Table 12).
- Women on 9/10 month contracts earned less than men, $9,677 less in public institutions and $12,174 less in independent institutions (Table 8).
- Faculty members at institutions with collective bargaining agreements earned $4,763 more than their colleagues at institutions without bargaining agreements (Table 16).
- Engineering faculty members in public institutions earned the highest salaries by academic specialty, $67,584. Public health faculty members ranked first in independent institutions, $75,611 (Table 15).

OVERVIEW

This report of faculty salaries relied on four data sources:

- *The National Center for Education Statistics (NCES), Integrated Postsecondary Education*

Data System (IPEDS) Salary Survey. NCES, a division of the U.S. Department of Education, received 1997-98 salary data from 3,906 accredited colleges and universities as part of IPEDS, an annual statistical report on higher education. The NCES report excluded part-time faculty, faculty members paid by a religious order or who are enlisted in and paid by the military, faculty members on unpaid leave, replacements for faculty members on sabbatical, undergraduate and graduate teaching assistants, and nonteaching faculty members.

This 1997-98 NEA analysis also excluded 800 seminaries, religious training institutions, and for-profit colleges, leaving 3,216 institutions and 436,494 full-time faculty members. IPEDS data included separate reports for faculty members on 9/10 and 11/12 month contracts. Unless otherwise noted, our tables report on faculty members on 9/10 month contracts, or 86 percent of all full-time faculty.

- *College and University Personnel Association (CUPA).* CUPA published a report of average salaries in 543 independent institutions and conducted a special analysis of 350 public colleges and universities. The special analysis compared salary changes by academic discipline for institutions included in its 1996-97 *and* 1997-98 samples.[1] This special analysis also allowed salary comparisons between faculty teaching with and without a collective bargaining agreement, by academic specialty.
- *Office of Institutional Research at Oklahoma State University (OSU) Faculty Salary Data.* OSU reported faculty salaries for 84 public land-grant universities, also by academic specialty.
- *The National Center for Education Statistics (NCES), National Survey of Postsecondary Faculty (NSOPF) 1993 Faculty Salary Data.* NSOPF data contained responses from more than 31,000 faculty and staff at 974 two- and four-year institutions. The survey collected information on faculty salaries, current employment status—including rank and tenure—field of instruction, and social and demographic characteristics.

HISTORICAL PERSPECTIVE

Average salaries for faculty on 9/10 month contracts, uncorrected for inflation, have increased 279 percent since 1972-73 (Figure 1). Corrected for inflation, faculty purchasing power increased 0.3 percent, or $165, in constant dollars over the same period (Figure 2) (Table 1). The average faculty salary increased in constant dollars above the 1972-73 average for the first time in 25 years.

Salaries by rank continued to lag. Full professors showed the smallest decline in purchasing power: 5 percent since 1972-73. Instructors and lecturers took the biggest losses, 20 and 19 percent declines, respectively. Promotions and seniority partially offset the effects of inflation, so faculty members in each academic rank lost purchasing power while the overall average gained. The salary gap between professors—the highest paid faculty members—and instructors—the lowest paid—increased by $4,448, corrected for inflation, over these 25 years.

1997-98 IPEDS SALARY DATA

The average faculty member earned $52,481 in 1997-98 (Table 2). This 2.9 percent increase from 1996-97 exceeded the inflation rate of 1.8 percent (Table 3).

Institutional Characteristics

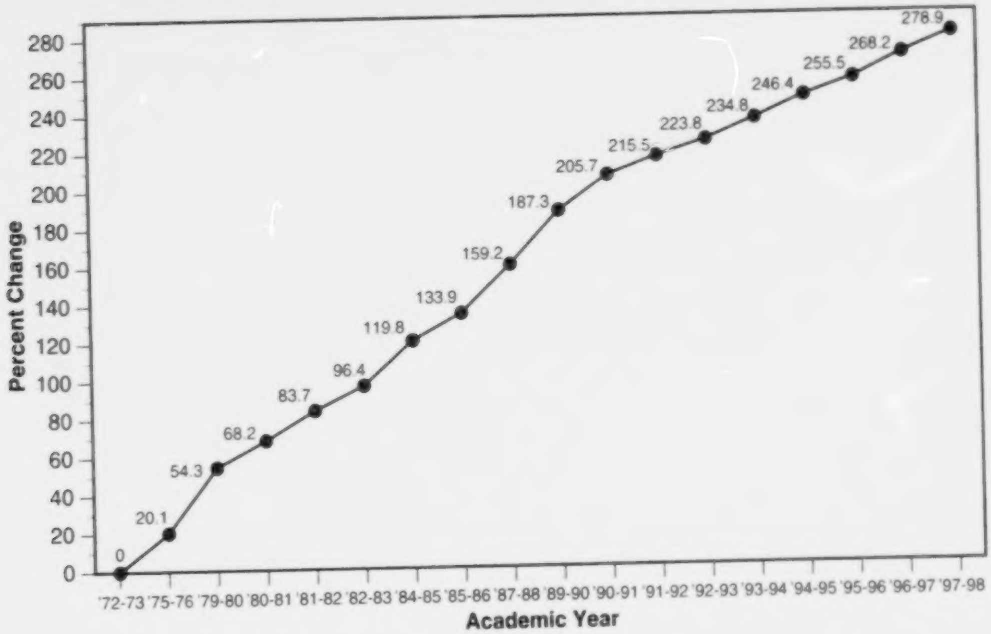
Independent institutions paid higher salaries than publics, $54,501 compared to $51,695 (Table 2). Average salaries in doctoral-granting universities explained the disparity: Faculty members at independent universities made $64,831, $8,331 more than the $56,500 reported for faculty members in public universities. The disparity favored faculty members at public institutions everywhere else.

Faculty members in independent institutions showed greater average salary variance among institutional types than those in the public sector. Average salaries in independents ranged from $35,465 in two-year colleges to $64,831 in universities, a $29,366 difference. Faculty salaries in public institutions ranged from $45,660 in two-year colleges to $56,500 in universities, a $10,840 difference.

About 72 percent of full-time faculty members on 9/10 month contracts taught in public institutions—33 percent in universities, 15

FIGURE 1

PERCENT CHANGE IN AVERAGE FACULTY SALARIES IN CURRENT DOLLARS, 1972–98



SOURCE: NCES, IPEDS Salary Survey, *various years.*

percent in comprehensive colleges (BA+), 21 percent in community colleges (AA), and 2 percent in baccalaureate colleges (BA) (derived from Table 4).

The independent sector employed the other 28 percent—13 percent in universities, 15 percent in baccalaureate (BA) and comprehensive colleges (BA+) combined, 0.4 in two-year institutions.

Changes from 1996-97

Faculty salary increases were unevenly distributed across institutional type and control. Faculty members were paid more in independent institutions ($54,501) than in public institutions ($51,695) in 1997-98; and their salary gain exceeded that of public institutions (3.6 percent and 2.7 percent, respectively) (Table 3).

Baccalaureate and university faculty members received the largest increases, 3.3 and 3.1 percent, respectively. Faculty members in two-year colleges and in comprehensives received the smallest increases, 2.8 and 2.5 percent, respectively.

Academic Rank

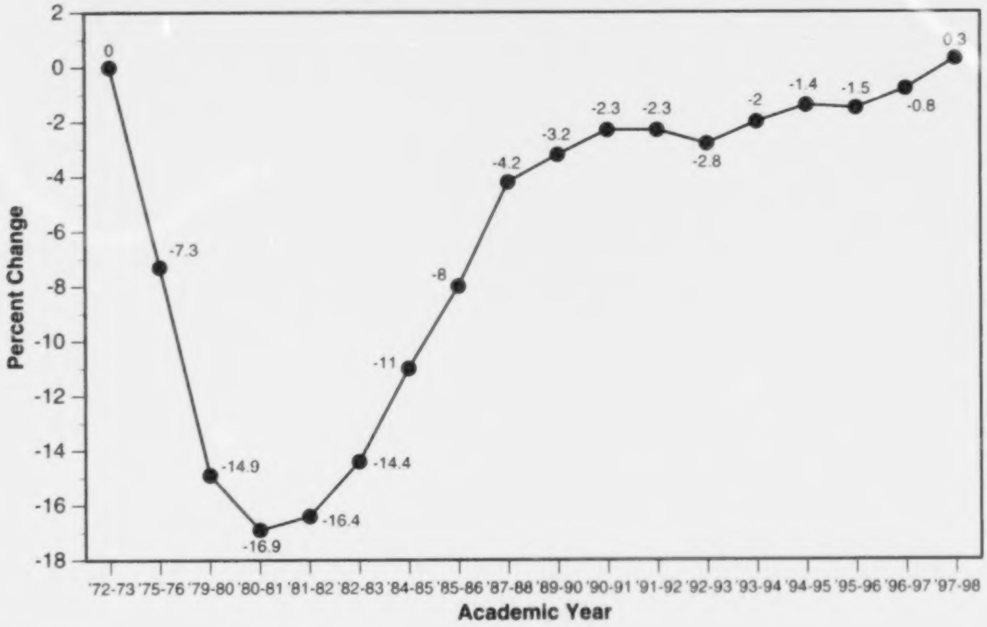
Not surprisingly, academic rank and salary were related. Professors, the largest group (32 percent) of faculty members by academic rank (Table 5), earned the highest salaries, $68,821 (Table 1). Associate professors, the next largest group (25 percent), earned $50,892, not quite three-fourths the average earnings of full professors. Instructors, a small portion of the faculty, earned the least, $32,473. Faculty members with no rank, mostly at community colleges, earned $44,942.

Contract Length

Only 14 percent of all faculty members, 61,099, had 11/12 month contracts (derived from Tables 4 and 6). Public universities employed almost one-half (45 percent) of these faculty members, compared to only 33 percent of faculty members on 9/10 month contracts (derived from Tables 5 and 6).

FIGURE 2

PERCENT CHANGE IN AVERAGE FACULTY SALARIES IN CONSTANT DOLLARS, 1972-98



SOURCE: *NCES*, IPEDS Salary Survey, *various years.*

TABLE 1

AVERAGE SALARIES* AND DIFFERENCE FOR FACULTY ON 9/10 MONTH CONTRACTS, BY ACADEMIC RANK, 1972-73 AND 1997-98

	Average Salary		Difference	
Rank	1972-73	1997-98	($)	(%)
Professor	$72,457	$68,821	$-3,636	-5.0
Associate	55,043	50,892	-4,151	-7.5
Assistant	45,438	41,888	-3,550	-7.8
Instructor	40,557	32,473	-8,084	-19.9
Lecturer	43,957	35,507	-8,450	-19.2
No Rank	47,881	44,924	-2,957	-6.2
Average	52,316	52,481	165	0.3

SOURCE: *NCES*, IPEDS Salary Survey, *1972-73 and 1997-98.*

** Salaries in constant 1997-98 dollars.*

Faculty members on 11/12 month contracts earned 19 percent more than colleagues on 9/10 month contracts. The exceptions were 9/10 month faculty members at public community colleges and independent comprehensives (Tables 2 and 7).

Among faculty members on 11/12 month contracts, the salary advantage went to colleagues at public institutions, $68,851 compared to $58,304 at independents (Table 7).

Salary by Gender

Male faculty members earned more than females in 1997-98, regardless of institutional level and control. The salary gap in 1997-98 was $9,677 in public institutions, and $12,174 in independents (Table 8). Since last year, the wage disparity has increased by almost 2 percent in the public sector and by 3 percent in the private sector.[2] Barring several minor instances, men also earned more at every rank.

The concentration of women in the lower academic ranks continued. Women held 59 and 57 percent of the instructor and lecturer positions, but only 23 and 37 percent of the professor and associate professor positions, respec-

TABLE 2

AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1997-98

		Control		
Type	Rank	Public	Independent	Average
AA	Professor	$54,559	$39,375	$54,428
	Associate	46,150	33,509	45,936
	Assistant	39,673	31,486	39,451
	Instructor	34,694	26,384	34,459
	Lecturer	36,791	*31,212	36,713
	No Rank	45,444	38,290	45,325
	Average	45,660	35,465	45,485
BA	Professor	56,909	57,294	57,203
	Associate	46,375	44,037	44,648
	Assistant	39,529	36,314	37,146
	Instructor	34,018	30,139	31,520
	Lecturer	34,628	36,842	35,249
	No Rank	*41,371	33,890	34,513
	Average	45,483	44,398	44,680
BA+	Professor	62,455	59,300	61,369
	Associate	49,727	46,691	48,453
	Assistant	40,646	38,214	39,654
	Instructor	30,977	31,345	31,098
	Lecturer	32,678	34,801	33,043
	No Rank	40,952	43,120	42,473
	Average	50,180	46,941	48,924
Doctoral	Professor	72,671	85,392	76,363
	Associate	52,873	56,888	53,938
	Assistant	43,863	47,312	44,813
	Instructor	31,419	35,316	32,182
	Lecturer	35,082	40,073	36,279
	No Rank	36,572	41,352	38,946
	Average	56,500	64,831	58,794
Average		51,695	54,501	52,481

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] Based on 100 percent (3,216 institutions) of NEA's faculty salary universe.

** Indicates less than 100 faculty.*

TABLE 3

PERCENT CHANGE IN SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1996-97 TO 1997-98

		Control		
Type	Rank	Public	Independent	Average
AA	Professor	2.5	3.2	2.6
	Associate	2.9	1.6	2.9
	Assistant	3.3	2.1	3.3
	Instructor	4.6	6.3	4.7
	Lecturer	3.1	--	2.9
	No Rank	2.2	5.7	2.2
	Average	2.8	4.8	2.8
BA	Professor	2.8	3.5	3.3
	Associate	2.5	3.1	3.0
	Assistant	2.6	2.7	2.7
	Instructor	4.5	3.5	4.0
	Lecturer	0.2	5.7	1.7
	No Rank	*2.2	7.8	6.3
	Average	2.7	3.5	3.3
BA+	Professor	2.5	3.5	2.8
	Associate	2.3	3.3	2.7
	Assistant	2.2	2.9	2.5
	Instructor	1.8	3.8	2.4
	Lecturer	–0.4	–3.7	–0.8
	No Rank	*7.3	6.4	6.7
	Average	2.0	3.4	2.5
Doctoral	Professor	3.3	3.9	3.5
	Associate	3.3	3.3	3.3
	Assistant	2.6	3.4	2.8
	Instructor	2.7	5.7	3.3
	Lecturer	0.9	5.0	1.8
	No Rank	3.2	3.9	3.4
	Average	2.9	3.7	3.1
Average		2.7	3.6	2.9

SOURCE: NCES, IPEDS Salary Survey, *1996-97, 1997-98.*

[a] Based on 85.8 percent (2,759 institutions) of NEA's faculty salary universe.

** Indicates less than 100 faculty.*

-- Data not available.

tively (Table 9). Women were also more likely to teach in two-year colleges (47 percent of full-time faculty members) and less likely to teach in universities (31 percent). The salary disparity between institutional types and ranks contributed to the widening earnings gap between

TABLE 4

NUMBER OF FULL-TIME FACULTY ON 9/10 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1997-98

Type	Rank	Control Public	Control Independent	Total
AA	Professor	12,613	135	12,748
	Associate	8,910	183	9,093
	Assistant	8,335	269	8,604
	Instructor	5,089	180	5,269
	Lecturer	385	6	391
	No Rank	43,907	764	44,671
	Total	79,239	1,537	80,776
BA	Professor	1,836	5,905	7,741
	Associate	1,960	5,643	7,603
	Assistant	2,168	6,292	8,460
	Instructor	629	1,314	1,943
	Lecturer	261	140	401
	No Rank	60	645	705
	Total	6,914	19,939	26,853
BA+	Professor	20,535	10,996	31,531
	Associate	15,426	11,236	26,662
	Assistant	15,774	11,305	27,079
	Instructor	3,330	1,902	5,232
	Lecturer	1,738	413	2,151
	No Rank	479	1,117	1,596
	Total	57,282	36,969	94,251
Doctoral	Professor	47,232	19,349	66,581
	Associate	37,534	13,584	51,118
	Assistant	29,956	11,439	41,395
	Instructor	5,573	1,456	7,029
	Lecturer	4,636	1,484	6,120
	No Rank	647	625	1,272
	Total	125,578	47,937	173,515
Total		269,013	106,382	375,395

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] *Based on 100 percent of NEA's faculty salary universe (3,216 institutions).*

TABLE 5

NUMBER AND PERCENT OF FULL-TIME FACULTY ON 9/10 MONTH CONTRACTS,[a] BY RANK, 1997-98

Rank	Number of Faculty	Percent of Total
Professor	118,601	31.6
Associate	94,476	25.2
Assistant	85,538	22.8
Instructor	19,473	5.2
Lecturer	9,063	2.4
No Rank	48,244	12.9
Total	375,395	100.0

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] *Based on 100 percent of NEA's faculty salary universe (3,216 institutions).*

TABLE 6

NUMBER OF FULL-TIME FACULTY ON 11/12 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1997-98

Type	Rank	Control Public	Control Independent	Total
AA	Professor	945	22	967
	Associate	637	49	686
	Assistant	681	82	763
	Instructor	764	156	920
	Lecturer	71	0	71
	No Rank	10,060	797	10,857
	Total	13,158	1,106	14,264
BA	Professor	128	530	658
	Associate	86	552	638
	Assistant	129	518	647
	Instructor	85	235	320
	Lecturer	31	55	86
	No Rank	5	194	199
	Total	464	2,084	2,548
BA+	Professor	1,520	1,150	2,670
	Associate	714	1,041	1,755
	Assistant	504	1,198	1,702
	Instructor	249	373	622
	Lecturer	73	28	101
	No Rank	253	533	786
	Total	3,313	4,323	7,636

male and female faculty members.

Tenure

Nearly two-thirds of full-time faculty members had tenure (Table 10). Tenure rates by type of institution ranged from 56 percent

TABLE 6 (CONTINUED)

NUMBER OF FULL-TIME FACULTY ON 11/12 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1997-98

		Control		
Type	Rank	Public	Independent	Total
Doctoral	Professor	11,243	2,991	14,234
	Associate	7,210	2,338	9,548
	Assistant	5,647	2,616	8,263
	Instructor	1,793	632	2,425
	Lecturer	859	125	984
	No Rank	463	734	1,197
	Total	27,215	9,436	36,651
Total		44,150	16,949	61,099

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] *Based on 100 percent of NEA's faculty salary universe (3,216 institutions).*

in independent comprehensives to 73 percent in community colleges.

Salaries by State

California was this year's leader in faculty salaries at public, four-year institutions ($64,909) (Table 11). Connecticut ($64,845), New Jersey ($64,650), and Delaware ($62,569) were the only other states to report average salaries over $60,000 for faculty members in public, four-year institutions. The average salary paid to public, four-year college faculty members exceeded $50,000 in 28 states, up 9 from last year's 19[3]. West Virginia ($43,865), North Dakota ($40,563), and South Dakota ($38,464) reported the lowest average salaries.

Alaska led the nation in the public community college sector with an average salary of $61,909; the state paid only $50,997 to faculty members in its four-year public institutions. Massachusetts replaced Connecticut, last year's leader, in four-year independent institutions with an average salary of $66,093. Iowa showed the largest difference ($22,217) between faculty salaries in public two-year and four-year schools in 1997-98, while Illinois reported the smallest difference ($1,551).

New Hampshire showed the largest average salary increase, 7.7 percent, among public, four-year institutions from 1996-97 to 1997-98 (Table 12). Massachusetts followed with a 6.0 percent average salary increase. Georgia, North Dakota, Oregon, and Montana reported salary increases of 5 percent or more.[4] Tennessee and

TABLE 7

AVERAGE SALARIES FOR FACULTY ON 11/12 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1997-98

		Control		
Type	Rank	Public	Independent	Average
AA	Professor	$54,964	*$49,064	$54,871
	Associate	52,772	*33,061	51,615
	Assistant	45,997	*36,071	44,988
	Instructor	41,070	*32,615	39,525
	Lecturer	*20,715	--	*20,715
	No Rank	43,740	32,335	42,942
	Average	44,678	32,849	43,804
BA	Professor	63,182	52,374	54,395
	Associate	*59,369	43,704	44,996
	Assistant	43,933	38,932	39,883
	Instructor	*38,374	35,586	36,223
	Lecturer	*45,084	*46,059	*45,861
	No Rank	*58,807	33,455	33,905
	Average	51,305	42,861	44,157
BA+	Professor	71,363	57,173	65,591
	Associate	57,662	50,861	53,649
	Assistant	46,424	42,736	43,694
	Instructor	38,928	36,113	37,220
	Lecturer	*39,482	*31,891	37,313
	No Rank	56,908	38,202	44,213
	Average	61,735	47,314	53,601
Doctoral	Professor	91,677	89,477	91,225
	Associate	68,070	64,829	67,295
	Assistant	57,027	58,351	57,439
	Instructor	43,236	47,174	44,217
	Lecturer	45,515	45,890	45,555
	No Rank	46,398	46,834	46,671
	Average	73,105	68,233	71,877
Average		63,851	58,304	62,383

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] *Based on 100 percent (3,216 institutions) of NEA's faculty salary universe.*

* *Indicates less than 100 faculty.*

-- Data not available.

TABLE 8

AVERAGE SALARIES FOR MEN AND WOMEN FACULTY ON 9/10 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1997-98

		Control			
		Public		Independent	
Type	Rank	Women	Men	Women	Men
AA	Professor	$52,329	$56,041	*$39,300	*$39,439
	Associate	44,760	47,430	32,442	*35,622
	Assistant	38,791	40,716	31,197	*32,045
	Instructor	34,259	35,210	26,942	*24,742
	Lecturer	36,775	36,812	*31,212	– –
	No Rank	43,671	47,025	34,333	40,268
	Average	43,648	47,436	32,305	37,683
BA	Professor	55,762	57,187	56,153	57,559
	Associate	44,725	47,212	43,593	44,307
	Assistant	38,648	40,188	36,300	36,327
	Instructor	32,488	35,327	30,407	29,748
	Lecturer	34,196	35,087	*36,376	*38,998
	No Rank	*36,868	*44,509	32,369	35,085
	Average	41,882	47,344	40,503	46,327
BA+	Professor	61,180	62,825	56,438	60,123
	Associate	48,911	50,194	45,220	47,627
	Assistant	40,047	41,185	37,681	38,756
	Instructor	30,761	31,348	31,208	31,605
	Lecturer	31,721	34,011	32,842	37,636
	No Rank	39,114	42,299	41,535	44,119
	Average	45,797	52,693	42,736	49,508
Doctoral	Professor	66,418	73,801	78,047	86,761
	Associate	50,447	53,964	54,411	58,053
	Assistant	42,294	45,168	44,750	49,260
	Instructor	31,029	32,056	34,945	35,854
	Lecturer	33,447	37,199	37,353	43,201
	No Rank	33,871	40,088	39,292	42,846
	Average	47,570	60,502	53,771	69,424
Average		45,590	55,267	46,372	58,546

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] *Based on 100 percent (3,216 institutions) of NEA's faculty salary universe.*

* *Indicates less than 100 faculty.*

– – *Data not available.*

New York saw salaries decline just under 1 percent in the public, four-year institutions. West Virginia had the largest gain, 6 percent, in public, two-year institutions . Community colleges in Arkansas, Georgia, and Mississippi also reported salary increases over 5 percent. Faculty salaries in public, two-year institutions in Minnesota, New Hampshire, and Connecticut declined 1.6 percent, 3.0 percent, and 3.2 percent, respectively.

TABLE 9

WOMEN FACULTY AS PERCENT OF TOTAL FACULTY ON 9/10 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1997-98

		Control		
Type	Rank	Public	Independent	Total
AA	Professor	40.1	*45.9	40.2
	Associate	48.0	62.8	48.3
	Assistant	54.0	63.6	54.3
	Instructor	53.8	68.9	54.3
	Lecturer	57.7	*83.3	58.1
	No Rank	47.1	34.4	46.9
	Average	47.3	48.1	47.3
BA	Professor	20.9	20.4	20.5
	Associate	34.2	38.6	37.5
	Assistant	43.0	48.6	47.2
	Instructor	46.4	57.3	53.8
	Lecturer	51.7	*70.7	58.4
	No Rank	*45.0	44.0	44.1
	Average	35.3	38.0	37.3
BA+	Professor	22.6	23.4	22.9
	Associate	36.5	39.1	37.6
	Assistant	47.4	50.4	48.7
	Instructor	62.1	62.6	62.3
	Lecturer	57.7	57.4	57.6
	No Rank	42.0	39.7	40.4
	Average	36.7	39.3	37.7
Doctoral	Professor	15.3	15.9	15.5
	Associate	31.0	32.1	31.3
	Assistant	45.4	43.2	44.8
	Instructor	61.8	58.7	61.1
	Lecturer	56.4	53.4	55.7
	No Rank	56.7	42.2	49.6
	Average	31.0	29.8	30.7
Average	Professor	24.3	19.8	23.0
	Associate	37.3	36.2	37.0
	Assistant	48.3	47.0	48.0
	Instructor	59.1	59.9	59.4
	Lecturer	56.9	58.4	56.9
	No Rank	50.5	41.6	46.3
	Average	37.1	34.9	36.5

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] *Based on 100 percent (3,216 institutions) of NEA's faculty salary universe.*

* *Indicates less than 100 faculty.*

TABLE 10

PERCENT OF FACULTY ON 9/10 AND 11/12 MONTH CONTRACTS TENURED,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1997-98

	Control		
Type	Public	Independent	Average
AA	72.5	59.5	72.3
BA	60.5	57.2	58.2
BA+	65.5	55.8	61.9
Doctoral	65.8	61.2	64.6
Average	67.1	58.8	64.7

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] *Based on 65.1 percent (2,093 institutions) of NEA's faculty salary universe reporting tenure information.*

Salary changes at independent institutions showed similar patterns, though some changes were more pronounced. Faculty salary increases in Oklahoma and Nevada exceeded 8 percent; Mississippi and Vermont reported salary increases of 6.3 percent and 6.0 percent, respectively. Faculty salaries in New Mexico fell 8.2 percent; Arizona faculty members experienced a 7.7 percent drop.

Only 14 states reported higher faculty salaries at independent institutions than at public, four-year institutions (Table 13).

LAND-GRANT UNIVERSITIES

A heavy concentration of graduate and professional faculty members resulted in high average salaries at the nation's land-grant universities. Salaries at the 84 land-grant universities in the OSU database average $61,662 in 1997-98 (Table 14).

The perennial salary leaders by academic specialty, law and legal educators, led the list again with an average salary of $94,507, an increase of $2,523 since 1996-97. Faculty members teaching transportation and materials moving were the least well-paid; their $46,758 average salary reflected an increase of $413.

Faculty members in the highest-paid disciplines at the land-grant universities—legal studies, business, computer and information sciences, and engineering—received above-average salary increases. Three of the four larg-

TABLE 11

AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS, BY STATE AND CONTROL,[a] [b] 1997-98

	Public				Public		
State	4-Year	2-Year	Independent	State	4-Year	2-Year	Independent
California	$64,909	$56,968	$62,516	Georgia	$52,441	$39,675	$49,931
Connecticut	64,845	50,644	65,111	Alaska	50,997	61,909	38,891
New Jersey	64,650	56,520	63,732	Missouri	50,982	41,586	48,648
Delaware	62,569	44,156	56,224	Texas	50,401	41,618	52,034
Iowa	59,685	37,468	42,227	South Carolina	50,129	33,651	39,226
Massachusetts	59,000	42,108	66,093	Nebraska	50,000	35,065	41,858
Hawaii	58,800	45,601	49,484	Kentucky	49,398	36,621	38,876
Michigan	58,494	56,012	43,799	Tennessee	49,152	35,977	47,105
Pennsylvania	58,320	49,752	56,137	Kansas	48,890	36,318	32,881
New York	57,628	52,453	60,793	Oregon	47,723	44,270	48,904
Nevada	57,558	46,323	41,051	Utah	47,542	37,335	53,191
Arizona	57,171	50,539	63,543	Vermont	47,503	--	46,334
Rhode Island	57,006	43,329	58,309	New Mexico	47,319	33,013	34,487
Ohio	56,474	43,811	48,732	Oklahoma	46,949	36,883	43,090
Minnesota	55,269	44,533	46,418	Wyoming	46,941	33,393	--
Virginia	54,935	40,672	47,309	Maine	46,871	36,269	48,892
Maryland	54,685	47,001	55,543	Alabama	45,386	37,971	39,798
US	54,190	45,660	54,501	Idaho	45,199	43,015	40,314
New Hampshire	54,084	35,767	55,436	Montana	44,977	31,582	34,274
Florida	53,788	42,530	49,045	Louisiana	44,879	35,013	52,525
Wisconsin	53,753	50,483	44,993	Mississippi	44,541	38,308	37,208
North Carolina	53,692	32,117	42,058	Arkansas	43,871	33,158	37,982
Colorado	53,687	37,872	54,328	West Virginia	43,865	35,587	37,155
Illinois	53,322	51,771	58,274	North Dakota	40,563	33,693	33,728
Washington	52,992	40,533	48,067	South Dakota	38,464	32,836	35,347
Indiana	52,563	35,913	51,493	District of Columbia	--	--	61,568

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] *Ranked in descending order of average salary at public 4-year institutions.*

[b] *Based on 79.2 percent (906) of the public 4-year institution universe (1,144), 93.9 percent (559) of the public 2-year institution universe (595), and 72.2 percent (1,067) of the independent universe (1,477).*

-- *Indicates no responding institutions or no institutions in this category.*

est increases came in high-paying disciplines: computer and information sciences (4.9 percent), business management and administrative services (3.7 percent), and engineering (3.6 percent).

Only library sciences and home economics lost income between 1996-97 and 1997-98; average salaries declined 0.5 percent and 3.8 percent respectively.

ACADEMIC SPECIALTY

Engineering faculty, according to CUPA data,[5] earned the highest salaries by academic specialty, $67,584 in public institutions; public health faculty earned the highest salaries, $75,611 in independent institutions (Table 15). Nursing was the lowest-paid academic spe-

TABLE 12

PERCENT CHANGE IN AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS,[a] BY STATE AND CONTROL,[b] 1996-97 TO 1997-98

	Public		
State	4-Year	2-Year	Independent
New Hampshire	7.7	(3.0)	4.9
Massachusetts	6.0	1.8	4.3
North Dakota	5.8	4.2	4.7
Oregon	5.7	2.6	5.8
Montana	5.6	0.2	0.4
Georgia	5.0	5.3	5.0
Arizona	4.6	2.1	(7.7)
Delaware	4.5	0.7	3.1
Oklahoma	4.3	2.8	8.3
Nevada	4.2	3.3	8.2
Virginia	4.1	4.3	3.4
Iowa	3.8	2.0	3.2
Washington	3.8	2.2	4.5
Kansas	3.7	3.1	3.9
North Carolina	3.6	0.2	4.2
Illinois	3.5	3.6	3.7
US	3.5	2.8	3.6
Kentucky	3.4	2.8	2.8
Maryland	3.3	3.0	2.9
Texas	3.3	4.3	3.5
West Virginia	3.3	6.0	4.4
Florida	3.2	2.6	3.5
Ohio	3.1	3.4	3.6
South Dakota	3.1	--	2.3
Wisconsin	3.1	3.8	3.6
South Carolina	3.0	3.6	2.9
Michigan	2.8	1.6	2.1
Missouri	2.8	3.6	3.0
Mississippi	2.8	5.7	6.3
California	2.7	4.2	3.5
Indiana	2.7	3.8	3.1
Minnesota	2.7	(1.6)	1.8
Arkansas	2.5	5.7	1.9
Hawaii	2.5	3.0	1.9
Colorado	2.4	2.3	3.8
Maine	2.2	1.4	1.6
Rhode Island	2.2	2.3	3.5
Vermont	2.2	--	6.0
Pennsylvania	1.7	2.8	3.1
Alabama	1.3	0.7	4.1
Nebraska	1.1	1.9	2.9
Alaska	0.7	4.4	1.5
Utah	0.7	2.8	4.5
Louisiana	0.5	0.6	2.3
New Jersey	0.4	3.3	2.5
Wyoming	0.4	1.4	--
Connecticut	0.1	(3.2)	4.0
New Mexico	0.1	1.8	(8.2)
Idaho	--	4.2	--
Tennessee	(0.4)	1.0	4.8
New York	(0.7)	0.8	3.5
District of Columbia	--	--	2.9

SOURCE: NCES, IPEDS Salary Survey, *1997-98.*

[a] Ranked in descending order of percent change in average salary at 4-year institutions.

[b] Based on 92.4 percent (550) of the 4-year public institution salary universe (595) reporting comparable data in both years; 73.0 percent (835) of the 2-year public institution salary universe (1,144) reporting comparable data in both years; and 67.9 percent (1,003) of the independent institution salary universe (1,477) reporting comparable data in both years.

-- Indicates no responding institutions or no institutions in this category.

cialty in public institutions ($45,162); agricultral business and production was the lowest in independent institutions ($40,389). The salary range among academic specialties was greater in independent ($30,622) than public institutions ($22,422).

COLLECTIVE BARGAINING

In 1997-98, faculty members working in

TABLE 13

AVERAGE SALARIES AND DIFFERENCES BETWEEN AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS, IN PUBLIC 4-YEAR AND INDEPENDENT INSTITUTIONS,[a] BY STATE, 1997-98[b]

State	Public 4-Year	Independent	Difference
Iowa	$59,685	$42,227	$17,458
Nevada	57,558	41,051	16,507
Kansas	48,890	32,881	16,009
Michigan	58,494	43,799	14,695
New Mexico	47,319	34,487	12,832
Alaska	50,997	38,891	12,106
North Carolina	53,692	42,058	11,634
South Carolina	50,129	39,226	10,903
Montana	44,977	34,274	10,703
Kentucky	49,398	38,876	10,522
Hawaii	58,800	49,484	9,316
Minnesota	55,269	46,418	8,851
Wisconsin	53,753	44,993	8,760
Nebraska	50,000	41,858	8,142
Ohio	56,474	48,732	7,742
Virginia	54,935	47,309	7,626
Mississippi	44,541	37,208	7,333
North Dakota	40,563	33,728	6,835
West Virginia	43,865	37,155	6,710
Delaware	62,569	56,224	6,345
Arkansas	43,871	37,982	5,889
Alabama	45,386	39,798	5,588
Washington	52,992	48,067	4,925
Idaho	45,199	40,314	4,885
Florida	53,788	49,045	4,743
Oklahoma	46,949	43,090	3,859
South Dakota	$38,464	$35,347	$3,117
Georgia	52,441	49,931	2,510
California	64,909	62,516	2,393
Missouri	50,982	48,648	2,334
Pennsylvania	58,320	56,137	2,183
Tennessee	49,152	47,105	2,047
Vermont	47,503	46,334	1,169
Indiana	52,563	51,493	1,070
New Jersey	64,650	63,732	918
Connecticut	64,845	65,111	(266)
US	54,190	54,501	(311)
Colorado	53,687	54,328	(641)
Maryland	54,685	55,543	(858)
Oregon	47,723	48,904	(1,181)
Rhode Island	57,006	58,309	(1,303)
New Hampshire	54,084	55,436	(1,352)
Texas	50,401	52,034	(1,633)
Maine	46,871	48,892	(2,021)
New York	57,628	60,793	(3,165)
Illinois	53,322	58,274	(4,952)
Utah	47,542	53,191	(5,649)
Arizona	57,171	63,543	(6,372)
Massachusetts	59,000	66,093	(7,093)
Louisiana	44,879	52,525	(7,646)
Wyoming	46,941	--	--
District of Columbia	--	61,568	--

SOURCE: NCES, IPEDS Salary Survey, *1997-98*

[a] Ranked in descending order by dollar difference.

[b] Based on 93.9 percent (559) of the public 4-year institution universe (595) and 72.2 percent (1,067) of the independent institution universe (1,477).

-- Indicates no responding institutions or no institutions in this category.

institutions with bargaining agreements earned $4,763 more than faculty members teaching in institutions with no bargaining agreement, $56,258 compared to $51,495 (Table 16). But the historical advantage accorded to faculty members at institutions that bargained has eroded. Faculty salaries at institutions with collective bargaining agreements increased by 13 percent in the last five years. Salaries at non-collective bargaining institutions increased 28 percent over the same period.

Attempts by nonbargaining colleges to match salaries offered by peer institutions that bargain may explain the salary convergence.

TABLE 14

AVERAGE SALARIES AND DIFFERENCE IN SALARIES FOR FACULTY IN LAND-GRANT UNIVERSITIES, BY DISCIPLINE, 1996-97 TO 1997-98[a]

Discipline	Average Salary		Difference	
	1996-97	1997-98	($)	(%)
Law and Legal Studies	$91,984	$94,507	$2,523	2.7%
Business Management and Administrative Services	74,612	77,367	2,755	3.7
Engineering	70,084	72,616	2,532	3.6
Computer and Information Sciences	67,229	70,514	3,285	4.9
Health Professions and Related Sciences	68,568	69,855	1,287	1.9
Physical Sciences	63,737	65,951	2,214	3.5
ALL FIELDS	60,094	61,662	1,568	2.6
Agricultural Business and Production	57,848	61,216	3,368	5.8
Mathematics	59,872	61,117	1,245	2.1
Psychology	58,529	60,010	1,481	2.5
Biological Sciences/Life Sciences	59,358	60,009	651	1.1
Social Sciences and History	57,044	58,982	1,938	3.4
Multi/Interdisciplinary Studies	55,831	57,736	1,905	3.4
Public Administration and Services	54,968	56,710	1,742	3.2
Conservation and Renewable Natural Resources	55,992	56,541	549	1.0
Agricultural Sciences	54,083	55,600	1,517	2.8
Architecture and Related Programs	53,531	55,213	1,682	3.1
Area, Ethnic, and Cultural Studies	53,468	54,789	1,321	2.5
Protective Services	52,592	54,353	1,761	3.3
Philosophy and Religion	52,610	53,585	975	1.9
Education	50,857	52,574	1,717	3.4
Home Economics	54,202	52,167	(2,035)	(3.8)
Communications	50,328	51,817	1,489	3.0
Engineering-Related Technologies	50,357	51,785	1,428	2.8
Library Science	51,665	51,384	(281)	(0.5)
English Language and Literature/Letters	49,777	51,038	1,261	2.5
Liberal Arts and Sciences, General Studies, and Humanities	48,246	49,955	1,709	3.5
Parks, Recreation, Leisure, and Fitness Studies	49,130	49,821	691	1.4
Foreign Languages and Literatures	48,722	49,402	680	1.4
Visual and Performing Arts	47,350	48,989	1,639	3.5
Transportation and Materials Moving Workers	46,345	46,758	413	0.9

SOURCE: Oklahoma State University, Faculty Salary by Discipline Data Files, *1996-97 and 1997-98.*

[a] *Ranked in descending order by highest average salary in 1997-98.*

Economic growth in the South, where many states prohibit public employees from unionizing, may be another contributing factor. This growth may push up salaries at nonbargaining institutions faster than salaries in states where bargaining is more common.

TENURED AND NONTENURED FACULTY

The social composition of tenured faculty—predominantly white and male—is changing as more women and minorities enter the teaching ranks. This trend, our data

TABLE 15

AVERAGE FACULTY SALARIES IN 4-YEAR INSTITUTIONS, BY DISCIPLINE AND CONTROL, 1997-98

	Control	
Discipline	Public	Independent
Engineering	$67,584	$71,011
Physical Sciences	64,838	65,710
Marketing Management and Research	63,853	65,981
Accounting	63,800	60,059
Social Sciences	62,150	52,737
Business Administration and Management, General	61,184	59,190
Economics	60,173	61,515
Computer and Information Sciences	59,710	53,526
Physics	57,638	58,816
Agricultural Business and Production	57,066	40,389
Area, Ethnic, and Cultural Studies	56,720	56,321
Architecture and Related Programs	54,999	54,520
Geology	54,986	60,813
Public Health	54,104	75,611
Biological Sciences/Life Sciences	54,018	51,708
Chemistry	53,692	52,262
Education/Instructional Media Technician	53,442	45,095
Anthropology	53,399	54,544
Education/Administration and Supervision	53,199	51,801
ALL FIELDS	53,159	51,448
Psychology	53,020	49,925
Philosophy and Religion	52,731	48,580
Mathematics	52,382	51,261
Political Science	52,020	53,272
Physical Therapy	51,830	49,581
History	51,284	51,352
Geography	51,104	51,782
Multi/Interdisciplinary Studies	50,669	51,895
Sociology	50,176	49,788
Education	50,057	45,182
Public Administration and Services (Social Work)	49,874	--
Visual and Performing Arts	49,781	46,346
Engineering Related Technologies	49,600	48,014
Education/Special Education	49,147	46,396
Library Science	48,923	40,717
Art, General	48,424	44,937
Home Economics	48,153	45,725
Foreign Languages and Literature	48,040	46,665
English Language and Literature	47,515	46,884
Education/Curriculum and Instruction	47,458	52,538
Speech-Language Pathology and Audiology	47,423	48,483
Protective Services	46,870	41,168

TABLE 15 (CONTINUED)

AVERAGE FACULTY SALARIES IN 4-YEAR INSTITUTIONS, BY DISCIPLINE AND CONTROL, 1997-98

Discipline[a]	Control	
	Public	Independent
Communications	46,619	44,645
Music	46,496	44,089
Drama/Theater Arts	46,363	44,209
Parks, Recreation, Leisure and Fitness	46,174	40,586
Occupational Therapy	45,726	46,176
Nursing	45,162	42,036

SOURCE: College and University Personnel Association, Faculty Salary Survey in Private and Public Institutions, *1997-98*

[a] *Sorted by salaries in public institutions in 1997-98*

TABLE 16

AVERAGE SALARIES, PERCENT CHANGE, AND DIFFERENCE FOR FACULTY IN PUBLIC 4-YEAR INSTITUTIONS, BY BARGAINING STATUS,[a] 1992-93 TO 1997-98

	Average Salary			
	1992-93*	1997-98	Percent Change	Difference
Non-Collective Bargaining	$40,326	$51,495	27.7	$11,169
Collective Bargaining	49,787	56,258	13.0	6,471
Salary Difference	9,461	4,763	(49.7)	(4,698)

SOURCE: CUPA Special Report, Faculty Salary Study of Public Institutions, *1992-93 and 1997-98*

[a] *For institutions reporting in both years.*

* *Corrected for inflation.*

suggest, will continue.

The dominance of male faculty members—three-quarters of all tenured faculty members—may be eroding (Table 17). In 1993-94, women comprised 43 percent of tenure-track faculty and 26 percent of tenured faculty. Minority faculty members comprised 11 percent of tenured faculty and 19 percent of tenure-track faculty. The growing shares of women and minority faculty members ontenure-track portend a broadened ethnic and racial mix of tenured faculty members.

At the same time women faculty members represented an even higher share of faculty members not on-track and in nontenured systems. Women accounted for more than half of the full-time faculty members in these two categories. About 18 percent of faculty in non-tenure-track positions were minorities.

Looking at tenure status by gender, 67 percent of men but only 44 percent of women, had tenure in 1993 (Table 18). Conversely, 28 percent of women but only 19 percent of male faculty members were on tenure-track—again, a positive sign for women in the future. About 28 percent of women but only 14 percent of men were not on tenure-track or were in non-tenure-track systems—a less positive sign.

Men held a salary advantage over women, regardless of tenure status. The differentials:

TABLE 17

PERCENTAGE DISTRIBUTION OF FULL-TIME FACULTY ON 9/10 MONTH CONTRACTS, BY GENDER, RACE/ETHNICITY, AND TENURE STATUS, 1993

	Tenure Status				
	Tenured	On Track	Not On Track	Non-Tenure System	Total
Total Faculty	199,423	75,785	26,659	36,836	338,703
Gender*					
Male	74.5	57.1	48.7	49.6	65.8
Female	25.5	42.9	51.3	50.4	34.2
Race/Ethnicity					
Nonminority	88.7	81.2	82.1	90.9	86.7
Minority	11.3	18.8	17.9	9.1	13.3

SOURCE: U.S. Department of Education, National Center for Education Statistics, 1993 National Survey of Postsecondary Faculty, restricted datafile. 1994.

** Gender averages do not match Table 9 due to differing sources.*

$8,853 for tenured faculty, $5,195 for tenure-track faculty, and $2,976 less for women who were not on tenure-track. Women will probably continue to earn less than their male peers, the data suggest, as they gain a greater share of tenured positions. But the salary gap may shrink as the number of women in tenured positions grows.

Half of all minority faculty members were tenured in 1993 (Table 19). About 32 percent held tenure-track positions in 1993, compared to 21 percent for nonminority faculty. The proportion of tenured minority faculty is therefore likely to grow. Faculty members in nontenure-track positions and in nontenure systems combined accounted for 18 percent of minority full-timers and 19 percent of nonminority full-timers, respectively.

Salary differences by race were less than the differences by gender. Tenure-track minority faculty members actually earned more on average than nonminority faculty members—an advantage that could continue as tenure-track minority faculty members gain tenure.

SUMMARY

Reports of average salaries obscure variations among groups of faculty members. Salaries at community colleges and public four-year institutions continued to drift apart in 1997-98. Independent universities persisted in providing the highest average faculty salaries; independent two-year colleges paid the lowest. Salaries also differed by academic specialty; faculty members in business, computer and information science, engineering, and legal studies were the best paid. Women continued to receive lower salaries, and the salary gap widened. Finally, geographic location was associated with large differences in faculty salaries.

Faculty members in 1997-98 exceeded the purchasing power enjoyed in the early 1970s. But faculty members in each academic rank remained thousands of dollars behind the 1972 salaries of their colleagues of the same ranks.

Faculty members at institutions with collective bargaining agreements maintained a salary advantage, though this advantage declined by 50 percent over the past five years. Two possible reasons are the improving economy of southern states and the use of salaries at bargaining institutions as a benchmark by other institutions. The salary difference between bargaining and nonbargaining institutions will disappear if the trend continues.

TABLE 18

PERCENTAGE DISTRIBUTION, AVERAGE SALARY, AND DIFFERENCE IN SALARIES FOR FULL-TIME FACULTY MEMBERS ON 9/10 MONTH CONTRACTS, BY TENURE STATUS AND GENDER, 1993

	Men		Women		
Tenure Status	(%)	($)	(%)	($)	Difference
Tenured	66.6%	$51,503	44.0%	$42,650	$8,853
On Track	19.4	39,266	28.1	34,071	5,195
Not on Track	5.8	33,665	11.8	30,698	2,976
Nontenure System	8.2	36,677	16.1	31,719	4,958
TOTAL	100.0	46,842	100.0	37,061	9,781

SOURCE: U.S. Department of Education, National Center for Education Statistics, 1993 National Survey of Postsecondary Faculty, *restricted datafile. 1994.*

TABLE 19

PERCENTAGE DISTRIBUTION, AVERAGE SALARY, AND DIFFERENCE IN SALARIES FOR FULL-TIME FACULTY MEMBERS ON 9/10 MONTH CONTRACTS, BY TENURE AND MINORITY STATUS, 1993

	Nonminority		Minority		
Tenure Status	(%)	($)	(%)	($)	Difference
Tenured	60.2%	$49,398	50.1%	$48,025	$1,373
On Track	20.9	36,567	31.8	39,069	(2,502)
Not on Track	7.4	32,253	10.6	31,607	646
Nontenure System	11.4	34,203	7.5	33,920	283
TOTAL	100.0	43,666	100.0	42,339	1,327

SOURCE: U.S. Department of Education, National Center for Education Statistics, 1993 National Survey of Postsecondary Faculty, *restricted datafile. 1994.*

NOTES

[1] Last year's respondents continued in the sample unless they did not participate, in which case they were replaced with respondents from similar institutions.

[2] Clery and Lee, 1998, 18.

[3] Ibid., 20.

[4] The average change in salary by state is calculated only for institutions that reported in both 1996-97 and 1997-98. Changes represent a combination of all factors that influenced the average salary, not just cost-of-living changes or raises granted by the state.

[5] CUPA and OSU data differ in two ways. First, most land grants are comprehensives or doctorals, not research institutions. Second, CUPA excludes the salaries for faculty in professional schools, such as law, that are included in the land- grant institutions report.

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Workload and Productivity in an Era of Performance Measures

by Henry Lee Allen

Henry Lee Allen is an associate professor of sociology at Wheaton College, Wheaton, Illinois. He continues his research on the structure and dynamics of academic systems, using mathematical models.

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Recent state concern with faculty workload and productivity in public colleges and universities has led officials to consider adopting performance measures—and even to link state allocations to these measures.

Regulating workload and productivity, legislators believe, will placate students, parents, and taxpayers who seem dissatisfied with the supposed tendency of faculty members to emphasize research over undergraduate instruction. Media pundits and critics—often advocates of economic deregulation—cite alleged abuses of professional discretion in calling for regulation of academic markets. Faculty mistrust or "deprofessionalization" will not abate soon.

Cost pressures and demands by the federal government for states to monitor legislative compliance accompany this consumerist rhetoric. Together, these concerns have led to the consideration of statewide performance measures to assess faculty workload and productivity. A recent survey notes that 24 of 48 examined states have adopted these measures.[1] Eight states, the report adds, link budget allocations to progress on performance measures; 15 other states contemplate similar actions. Half the respondents—officials in statewide agencies with jurisdiction over their systems of higher education—note that adopting performance indicators has stimulated noticeable improvements in faculty workload and productivity.

This chapter explores state policies concerning performance measures of faculty workload and productivity. We first show the origins of the move to performance indicators by examining the social context. Next, we analyze reports, published by statewide agencies, on the use of performance measures for policy implications.

The chapter addresses three questions:

- Why do statewide agencies increasingly favor performance measures to monitor faculty workload and productivity?
- How do state officials conceptualize and measure academic work—a difficult task given its interconnected nature—within and across types of colleges?
- What are the implications of the use of performance indicators for the academic profession?

USING PERFORMANCE INDICATORS TO MEASURE FACULTY PRODUCTIVITY

Many factors have led state officials to adopt performance indicators of faculty workload and productivity.[2] In the 1980s, tax revolts produced calls for cost containment and for efficient and effective allocation of scarce funds.[3] In the 1990s, states were confronted with escalating costs of higher education and with competing costs of health care, prisons, and other social services. Declining state revenues, associated with global restructuring of industries and markets and with economic recession, accompanied these rising costs. Enrollments increased as more students became eligible to attend public higher education institutions. The families of many students, forced to pay a greater proportion of college costs, complained about affordability.

These complaints reflected policy changes in funding sources. State subsidies to public higher education decreased as a percentage of total funding. State appropriations per full-time enrolled (FTE) student fell in the late 1970s, bounced back in the mid-1980s, and then fell off again late in the decade. Net tuition revenue per FTE student rose appreciably; the family share of total funding increased even more rapidly.[4] Thus, when college costs increased more rapidly than states or families could absorb them, officials shifted the financial burden to the students.[5]

A major ideological rationale for the implementation of performance measures—the quality control movement in the corporate sector—accompanied economic recession and public policy reversals. Sudden, unexpected, and uncontrollable economic transformations in the global market forced major industries to reduce costs and upgrade technologies during the 1980s. Industries responded by experimenting with new managerial strategies. Total quality management (TQM), for example, required measurement of performance indicators at strategic points of the production process to insure the manufacture of quality products. TQM rapidly diffused among corporate officials, many of whom sat on college and university governing boards and on statewide coordinating boards. TQM, institutional restructuring, and the use of performance measures invaded higher education when similar cost pressures surfaced.

Technological innovations accompanied these external influences. The accountability and assessment movements of the 1980s required measurement of learning and other outcomes in higher education.[6] Rapid advances in information technologies—especially technologies permitting management of large computerized databases—led to adoption of performance measures of desired outcomes. New data sources, such as the Integrated Postsecondary Education Data System (IPEDS) and National Study of Postsecondary Faculty (NSOPF), allowed officials to measure many routine features of higher education. Large state systems, anticipating demands from legislators, accrediting agencies, foundations, and benefactors, collected more sophisticated data.

A combination of economic, political, ideological, and technological factors thus led state bureaucracies and public higher education systems to measure faculty workload and productivity by performance indicators.

A SURVEY OF STATE REPORTS

Powerful actors dominate the debate over faculty workload and productivity because of the rapid diffusion of ideas and techniques related to performance measures. Business executives, politicians, benefactors, and detractors, distrusting informal controls on faculty job performance, mandate their own solutions for enhancing academic work. About 34 states, notes a recent study, use performance indicators to assess professors; 14 states use these measures to determine funding.[7] Typical indicators include total hours faculty work each week and the amount of time they spend teaching and related duties. Most states conceptualize productivity poorly, since they neglect key qualitative, organizational, and interconnected dimensions.[8]

Table 1 lists the states that assess public higher education through performance reports. We examined the reports of 16 states, grouped into four regions, to gauge how states use performance indicators to measure faculty workload and productivity.[9] We report on:

- the dimensions of each state's higher education system,
- the key performance indicators and their

TABLE 1

STATES WITH HIGHER EDUCATION PERFORMANCE REPORTS ISSUED OR PLANNED AS OF 1996 (N=32)

	Institutions Included			
State	Number	Types	Link to Funding?	Lowest Level of Detail for Public Release
AL	16	Public	Yes	Institutions
AR	32	Public	Yes	Institutions
AZ	3	Public		Universities
CA	287	Public & Independent		Systems
CO	28	Public	Yes	1995: Types of institutions By 1997: Institutions
CT	24	Public	Yes	Institutions
FL	37	Public	2-yr colleges	Institutions
GA	34	Public	Yes	Institutions
HI	11	Public		Institutions
ID	6	Public	Yes	Institutions
IL	62	Public		Institutions
IN	16	Public		1984-89: Institutions; 1989-1996: System; 1997: New emphasis on institutions
KS	6	Public	Yes	Institutions
KY	22	Public	Yes	Institutions
LA	20	Public	Yes	Institutions
MD	13	Public		Institutions
MI	28	Community Colleges		Institutions
MN	30	Public	Yes	Institutions
MO	25	Public	Yes	Institutions
NJ	45	Public & Independent		Independent: System; Public: Institutions
NM	23	Public		Institutions
NY	250	All degree-granting		1994: Institutional Type (SUNY only) 1998: Institutions (All degree-granting)
NC	118	Public & Independent		Institutions: Statistical Abstract only
OH	24	Public	Yes	Institutions
SC	33	Public	Yes	Institutions
RI	3	Public	Yes	Institutions
TN	59	Public & Independent	Yes	Institutions
TX	97	Public	Yes	Institutions
UT	9	Public		Institutions
VA	40	Public	Yes	Institutions
WV	16	Public	Yes	Institutions
WI	26	Public	Yes	Institutions

SOURCES: McGuinness, 1994; Ruppert, 1994; Layzell and Caruthers, 1995; Ewell, 1996; Schmidt, 1996; McKeown, 1996; NYSED, 1996. Chronicle of Higher Education Almanac *(September 2, 1996).*

relevance for measuring workload and productivity,

- the policy issues raised by the indicators.

Coverage depended on the scope and rigor of the materials produced by the state agencies.

Northeastern States

New York and New Jersey, note senior officials, rely increasingly on performance measures to evaluate faculty workload and productivity. Most performance measures evolved from a collaboration between state officials, academic representatives, and other constituencies, though some obstacles surfaced during the collaboration and the ensuing implementation. Collaborators occasionally consulted faculty members about conceptualizing and measuring academic work.

New York's public higher education institutions collectively serve nearly 400,000 students in two systems. The State University of New York (SUNY) primarily serves upstate residents; the City University of New York (CUNY) serves a more nontraditional student clientele in the nation's largest metropolis. Both systems show substantial differences in mission, quality, and students.

Public universities in New York, hoping to improve undergraduate teaching, moved towards outcome assessment in the late 1980s. These universities also hoped to distribute scarce funds more effectively and—in a preemptive move—to increase their public accountability. Colleges and universities developed measures to scrutinize their academic programs, including course loads, teaching schedules, student data, enrollment profiles and projections, and degrees earned.

These local changes, and the national move towards assessing faculty workload and productivity via performance measures, convinced New York officials to suggest statewide indicators by the early 1990s.[10] Legislators sought to justify postsecondary expenditures to a skeptical public. Measuring and publicizing performance measures—such as graduation or completion rates, costs, and faculty workload and productivity—would increase public support for higher education by directing attention to state policy goals, help monitor the system, and placate dissatisfied students and taxpayers.

But New York's loosely coupled, complex, and diverse public higher education enterprise inhibited development of statewide indicators and coordination of common databases. So did the lobbying of New York's independent institutions. Publics and independents expressed concern over possible sanctions, time parameters, public disclosure, inadequate or unwarranted comparisons, and misleading reports. A focus on mundane activities, inadequate conceptualization, limited funding, and slow acceptance also plagued implementation of the indicators. Studies also found little evidence that relying on these indicators met stated goals; their intrusion was disproportionate to their contribution. Community embrace, consequently, was less than expected.

The road to performance measurement in New York was decidedly problematic. Stymied at attempts at adopting a statewide system or common measures of institutional performance, state authorities mandated institutional reports. But the movement persists. New York's Board of Regents, responding to a legislative mandate, will soon report on the state's entire system, including data obtained from standardized performance measures of faculty workload and productivity.

Higher education in New Jersey incorporates 19 community colleges, eight state colleges, one public teaching university, three public research universities, and 14 independent colleges and universities. The community colleges, the state colleges, and the teaching university stress undergraduate instruction. A $3.2 billion budget supports about 285,000 undergraduates, 9,300 faculty, and 50,000 graduate students.

New Jersey, like New York, is still developing and implementing statewide performance indicators of faculty work. Legislators, influenced by developments in other states, decided in 1994 to restructure New Jersey's higher education system to maximize returns on public investment and to contain costs. The resulting New Jersey Commission on Higher Education spearheaded the movements for accountability and performance measures. *New Jersey's Renewable Resource* (1996), its first examination of public and independent institutions, discussed the advantages and obstacles involved with encouraging accountability. Focusing on costs and affordability, the commission emphasized strategic public investment in higher education, especially optimal funding levels.[11]

The commissioners desired to engage in benchmarking: to compare and contrast operations in New Jersey and its competitors, using the IPEDS and NSOPF databases to make baseline comparisons. Commissioners also wanted to ascertain the causes and effects of the state's high out-migration rates (undergraduates traditionally leave New Jersey to pursue higher education in nearby states). Officials asked if funding levels for higher education would meet the policy goals of the state within an increasingly competitive global economic marketplace and to decide what steps were needed to enhance the quality of New Jersey's colleges and universities.

Performance measures were considered necessary. The commission stressed performance measures pertaining to students: enrollments, access, affordability, retention, transfer ratios, graduate rates, academic achievement (degrees awarded), satisfaction levels, and employability. These issues were assessed by available measures in the accountability report; comparisons were made within and across sectors, with national data, as well as with the state public higher education systems of New York, Pennsylvania, Virginia, and North Carolina.

The commissioners, though still developing performance measures, do not blame the faculty for the state's complicated cost containment problems and give little priority to measuring faculty workload and productivity or to faculty development and service. The report barely mentions the role of professors, due ostensibly to the absence of suitable data. Rather, the commissioners focused on enhancing research performance and funding—a prelude to an enriched economic infrastructure.

New Jersey officials chose not to use performance indicators punitively, but to gauge current conditions and future needs in a competitive economic atmosphere. Neither New York nor New Jersey officials foresee an abatement in the movement toward performance measurement since current legislation promotes the practice. Productivity concerns may intensify, especially in an economic downturn. New Jersey officials agree upon rudimentary measures of student outcomes, but measuring faculty workload and productivity remains in flux. By proposing effective indicators of their work performance, professors at public colleges and universities in these states may forestall intrusive external mandates. Cooperation seems a more viable bargaining strategy than confrontation.

Southeastern States

Cost containment was the motive for performance measurement in Maryland.[12] Maryland legislators wished to ameliorate budget shortfalls during the early 1990s and to reduce the escalating gap between institutional funding expectations and fiscal limitations. Competitive pressures were also instrumental: Maryland ranked lowest in funding among states affiliated with the Southern Regional Education Board. In 1995, to prevent mid-year cutbacks and to stabilize allocations and costs, state officials linked the budget to performance measures of productivity as part of a four-year strategic plan for the state's 13 academic institutions.

The Board of Regents had adopted a policy on faculty workload and responsibilities for all institutions in the University of Maryland system in 1994. The Regents assigned the Maryland Higher Education Commission, which controlled the Employee Data System, administrative oversight for the policy. Stressing faculty involvement in undergraduate education, the Regents would monitor workload and performance through institutional plans allowing for differences in mission, not through statewide measures.

Redirected reward structures would include incentives to emphasize instruction. Guidelines called for faculty at comprehensive universities to devote 65 to 75 percent of their time to instruction (seven to eight courses per academic year), and 15 to 25 percent of their time to scholarship. Professors at research universities would give 45 to 55 percent of their time to instruction (five to six courses) and 35 to 55 percent of their time to research. Professors in both sectors would devote 5 to 15 percent of their time to public service.

Adjustments in these parameters must be justified at the departmental level or be compensated by external resources. University presidents must specify the mechanisms used to monitor compliance in their performance reports. Maryland thus opted for "flexible standards" to control the costs of postsecondary education.

In Virginia, the legislature failed to enact a recent proposal connecting institutional performance measures to funding, but interest in accountability remains high. Administrators of Virginia's public higher education system—

also wishing to reduce costs and enhance quality—worked with the Department of Planning and Budget and the State Council of Higher Education to develop measures of institutional achievement.

Consistent with other state systems, most performance indicators in Virginia related to student matters: graduation and progression rates, retention rates, transfer rates, employability ratios, and expenditures.[13] But state officials did not neglect faculty workload and productivity. These officials listed specific, sophisticated performance indicators. The state, for example, attempted to disentangle instructional costs by measuring student credit hours per FTE faculty. Officials tried to ascertain classroom utilization and research and public service expenditures per full-time faculty. Virginia's work is more advanced than in many other states.

In 1997, the State Council of Higher Education reported on performance indicators for faculty. This report compared findings from 1991 and 1996 surveys.[14] The major trends included:

- an increase in the length of the average faculty workweek from 52 hours in 1991 to 55 hours in 1996,
- a decrease in the average proportion of time faculty spent in research from 27 percent to 21.5 percent between 1990 and 1996, and
- an increase in the average proportion of time faculty spent in teaching from 56 percent to 60 percent between 1990 and 1996.[15]

Kentucky's eight public universities and 14 community colleges enroll over 150,000 students and receive over $700 million annually in tax revenues. KRS 164.095, enacted in 1992, mandated a comprehensive accountability and performance measurement process for all public institutions of higher education. Legislators in Kentucky, as elsewhere, wished to monitor the effectiveness of state institutions, maximize public investment, and contain costs through performance measurement. The law directly connected fiscal appropriations to measurement outcomes.

The General Assembly delegated performance measurement to the Council on Higher Education, under the purview of the Kentucky Accountability Committee. The council collaborated with senior academic administrators from each institution to develop elaborate performance measures of educational quality, student progress, research and service, and resource utilization. Educational quality indicators included survey responses, pass rates on licensure exams, accreditation, and assessment activities. Degrees awarded, persistence and graduation rates, student credit hours, and enrollments were indicators of student advancement. To assess the quality of research and service, officials adopted cost-benefit measures that compared expenditures to receipts from grants or other services. Indicators of faculty workload, course demand, instructional contact hours, and space utilization completed the roster of measures.

Kentucky's approach to performance measurement distinguished between systemwide measures of aggregate performance across institutions and institutional items, attuned to differences in mission. Three distinct phases characterized Kentucky's approach:

- Phase I. The council established baseline measures, methods, and data to monitor the system at-large during the 1996-97 biennium.
- Phase II. The council devised institutional measures, adapted to particular missions in the 1997-98 biennium.
- Phase III. The council will compare performance to targeted goals in the 1998-2000 biennium.

Kentucky officials used incentive funds strategically to encourage compliance.[16] Data on faculty workweeks, instructional contact hours, proportion of time spent in teaching, and courseloads were reported across institutional type since 1992. This data shows no major changes; faculty in Kentucky approximated national trends.

South Carolina officials, similarly concerned about costs, quality, and accountability, phased in a sophisticated system of performance measurement for their public colleges and universities. Spurred by the passage of Act 359 in 1996 by the General Assembly, state officials established a Commission on Higher Education that developed 37 quality indicators to rate the performance of each of their 33 institutions (Table 2). These indicators assess progress in nine categories: mission focus, faculty quality, instructional quality, institutional cooperation and collaboration, administrative efficiency, entrance requirements, graduate achievement, institutional user-friendliness, and research funding.

The rhetoric of "benchmarking" and "best practices" informed the conceptualization and measurement process. A coalition of politicians, legislators, corporate leaders, regents, and benefactors helped to develop the performance measures. So did pressures from accrediting agencies, such as the Southern Association of Colleges and Schools. But three task forces, staffed with senior academic leaders from research universities, four-year colleges, community colleges, and technical or comprehensive colleges, introduced distinctions in measurement outcomes by institutional type or mission.

TABLE 2

HIGHER EDUCATION PERFORMANCE INDICATORS
INSTITUTIONAL HISTORICAL INFORMATION, BENCHMARKS, AND TARGETS SUMMARY

ILLUSTRATION INSTITUTION

Rating Scale: 1=Noncompliance 2=Needs Improvement 3=Satisfactory Progress 4=Meets Goal 5=Exceeds Goal
(Note: At the discretion of the Commission a score of 6 may be awarded for exemplary performance, or a 0 for noncompliance after a probationary period.)

	Indicator Number & Description	Sector Average	Sector Benchmark	Beginning Institutional Average	Proposed Institutional Benchmark	Actual Performance	Sub-Part Commission Rating	Commission Rating
1. Mission Focus								
A	Expenditure of funds to achieve institutional mission—Instruction	N/A	N/A	40.0%	42.0%	42.0%	N/A	5
B	Curricula offered to achieve mission	Yes	Yes	Yes	Yes	Yes	N/A	5
C	Approval of a mission statement	Yes	Yes	Yes	Yes	Yes	N/A	5
D	Adoption of a strategic plan to support the mission statement	Yes	Yes	Yes	Yes	Yes	N/A	5
E	Attainment of goals of the strategic plan	Yes	Yes	Yes	Yes	Yes	N/A	5
2. Quality of Faculty								
A	Academic and other credentials of professors and instructors							
A. 1	Percent of all faculty meeting SACS requirements	100.0%	100.0%	100.0%	100.0%	100.0%	4	4.5
A. 2	Percent of faculty teaching undergraduate courses exceeding SACS requirements	70.0%	N/A	65.0%	70.0%	72.0%	5	4.5
B	Performance review system for faculty to include student and peer evaluations	80.0%	100.0%	80.0%	90.0%	90.0%	N/A	4
C	Post-tenure review for tenured faculty	70.0%	100.0%	70.0%	80.0%	80.0%	N/A	4
D	Compensation of faculty	$55,389	$59,642	$53,500	$53,443	$54,443	N/A	4
E	Availability of faculty to students outside the classroom							
E. 1.	Percent of faculty receiving a rating of satisfied	90.0%	N/A	87.0%	90.0%	93.0%	5	4
E. 2.	Percent of students satisfied with academic advisors	75.0%	N/A	70.0%	75.0%	72.0%	3	4
F	Community and public service activities of faculty for which no extra compensation is paid	80.0%	N/A	90.0%	95.0%	96.0%	N/A	5
3. Instructional Quality								
A	Class size and student/teacher ratios							
A. 1	Average class size—Lower Division	25.1	22-23	26.0	25.1	24.1	5.0	4

TABLE 2 (CONTINUED)

HIGHER EDUCATION PERFORMANCE INDICATORS
INSTITUTIONAL HISTORICAL INFORMATION, BENCHMARKS, AND TARGETS SUMMARY
ILLUSTRATION INSTITUTION

Rating Scale: 1=Noncompliance 2=Needs Improvement 3=Satisfactory Progress 4=Meets Goal 5=Exceeds Goal
(Note: At the discretion of the Commission a score of 6 may be awarded for exemplary performance, or a 0 for noncompliance after a probationary period.)

Indicator Number & Description	Sector Average	Sector Benchmark	Beginning Institutional Average	Proposed Institutional Benchmark	Actual Performance	Sub-Part Commission Rating	Commission Rating
Average class size—Upper Division	10.8	10-11	9.3	10.8	9.6	3.0	4
A. 2. FTE students per FTE teaching faculty	15.2	15-16	17.3	16.9	16.9	4.0	4
B. Number of credit hours taught by faculty	238.0	N/A	220.0	230.0	233.0	N/A	5
C. Ratio of f-t faculty as compared to other f-t employees (expressed as a % of total)	33.8%	29.6%	26.0%	26.5%	27.7%	N/A	5
D. Accreditation of degree-granting programs	96.0%	100.0%	92.0%	92.0%	92.0%	N/A	4
E. Institutional emphasis on quality teacher education and reform							
Program Quality—NCATE accreditation	Yes	Yes	Yes	Yes	Yes	5	4
Student Performance							
a. Percentage of students passing NTE—Prof. knowledge	80.0%	N/A	83.0%	85.0%	85.0%	4	4
b. Percentage of students passing NTE—Speciality Area	75.0%	N/A	80.0%	85.0%	83.0%	3	4
Critical Needs							
a. Percentage of graduates in critical shortage areas	30.0%	N/A	20.0%	25.0%	25.0%	4	4
b. Percentage of Teacher Ed. graduates who are minority	8.0%	N/A	4.0%	6.0%	5.0%	3	4
4. Institutional Cooperation and Collabroation							
A. Sharing and use of technology, et. al.	Yes	Yes	Yes	Yes	Yes	N/A	5
B. Cooperation and collaboration with private industry	Yes	Yes	Yes	Yes	Yes	N/A	5
5. Administrative Efficiency							
A. Percentage of administrative costs as compared to academic costs							
Administrative costs	8.1%	7.6%	9.0%	8.1%	8.1%	4	5
Academic costs	70.9%	63.5%	70.0%	71.1%	71.1%	5	5
B. Use of best management practices	80.0%	100.0%	65.0%	80.0%	77.0%	N/A	3
C. Elimination of unjustified duplication of and waste in administrative and academic programs	Yes	Yes	Yes	Yes	Yes	N/A	5
D. Amount of general overhead costs (per FTE student)	$3,078	$2,631	$3,000	$2,804	$2,327	N/A	6
6. Entrance Requirements							
A. SAT and ACT scores of student body (% of 1st time freshmen exceeding goal)	75.0%	75.0%	73.0%	75.0%	85.0%	N/A	6
B. High school standing, grade point averages, and activities of the student body	70.0%	N/A	80.0%	82.0%	84.0%	N/A	5
C. Postsecondary nonacademic achievement of student body	Yes	Yes	Yes	Yes	Yes	N/A	5

TABLE 2 (CONTINUED)

HIGHER EDUCATION PERFORMANCE INDICATORS INSTITUTIONAL HISTORICAL INFORMATION, BENCHMARKS, AND TARGETS SUMMARY

ILLUSTRATION INSTITUTION

Rating Scale: 1=Noncompliance 2=Needs Improvement 3=Satisfactory Progress 4=Meets Goal 5=Exceeds Goal (Note: At the discretion of the Commission a score of 6 may be awarded for exemplary performance, or a 0 for noncompliance after a probationary period.)

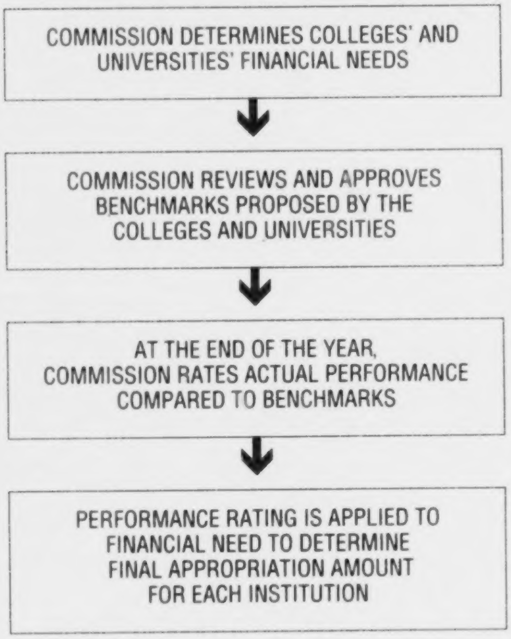
Indicator Number & Description	Sector Average	Sector Benchmark	Beginning Institutional Average	Proposed Institutional Benchmark	Actual Performance	Sub-Part Commission Rating	Commission Rating
D. Priority on enrolling in-state students (expressed as a % of in-state students	70.0%	70.0%	61.0%	63.5%	63.5%	N/A	4
7. Graduates' Achievements							
A. Graduation Rate							
Rate 1 (1st time students)	48.0%	N/A	52.0%	53.0%	53.1%	5	4
Rate 2 (Transfer-out students)	28.0%	N/A	26.0%	27.0%	27.0%	4	4
Rate 3 (Transfer-in students)	45.0%	N/A	50.0%	51.0%	50.0%	3	4
B. Employment rate for graduates	80.0%	N/A	85.0%	88.0%	92.0%	N/A	3
C. Employer feedback of graduates who were employed and not employed	85.0%	N/A	87.0%	90.0%	88.0%	N/A	4
D. Scores of graduates on postundergrad. prof., grad., or employment-related exams and certification tests	91.2%	95.0%	85.0%	88.0%	88.0%	N/A	5
E. Number of graduates who continue their education	25.0%	N/A	20.0%	21.0%	22.0%	N/A	5
F. Credit hours earned of graduates	108.0%	110.0%	120.0%	115.0%	115.0%	N/A	4
8. User-Friendliness of Institution							
A. Transferability of credits to and from the institution	Yes	Yes	Yes	Yes	Yes	N/A	5
B. Continuing education programs for graduates and others	1,123	N/A	732	800	750	N/A	3
C. Accessibility to the institution of all citizens of the state							
C. 1. Percentage of Other Race students	13.0%	N/A	14.0%	15.0%	15.5%	5	5
Retention of Other Race students	65.0%	N/A	55.0%	60.0%	63.0%	5	5
Retention of Non-Other Race students	75.0%	N/A	80.0%	80.0%	81.0%	5	5
9. Research Funding							
A. Financial support for reform in teacher education	101.0%	105.0%	103.0%	104.0%	103.0%	N/A	3
B. Amount of public and private sector grants	108.3%	105.0%	102.5%	103.0%	102.0%	N/A	3
			TOTAL RATING				165
			MAXIMUM POTENTIAL RATING				185
			PERFORMANCE PERCENTAGE				89.0%

South Carolina is developing one of the region's most elaborate methodologies for performance funding. But the state has not singled out faculty workload and productivity as the primary problem with public higher education in South Carolina.

In 1997-98, the commission monitored 14 indicators in the nine areas; the number will grow to 26 in 1998-99, and to 37 in 1999-2000. Under Act 359, South Carolina connected funding to accomplishments on these measures. The performance funding methodology must be reported annually to the General Assembly (Figure 1).

FIGURE 1

OVERVIEW OF PERFORMANCE FUNDING PROCESS



COMMISSION DETERMINES COLLEGES' AND UNIVERSITIES' FINANCIAL NEEDS

COMMISSION REVIEWS AND APPROVES BENCHMARKS PROPOSED BY THE COLLEGES AND UNIVERSITIES

AT THE END OF THE YEAR, COMMISSION RATES ACTUAL PERFORMANCE COMPARED TO BENCHMARKS

PERFORMANCE RATING IS APPLIED TO FINANCIAL NEED TO DETERMINE FINAL APPROPRIATION AMOUNT FOR EACH INSTITUTION

Mississippi, in contrast to Kentucky and South Carolina, is in the beginning stages of performance assessment. An initial report on faculty workload and productivity is pending. Persistent, acute revenue shortfalls prompted legislators to pass the Mississippi Budgeting and Strategic Planning Act (1994). This act inaugurated performance measurement and strategic planning for all funded state agencies. It required the Board of Trustees of State Institutions of Higher Education to report semi-annually on institutional and statewide performance indicators of instruction, research, public service, academic support, student services, institutional support, operations and maintenance, and scholarships. The reports compare year-to-date measures and targeted goals, including freshmen retention rates, graduation rates, racial distribution rates for faculty, proportion of faculty with doctorates, research grants, average hours faculty spend in public service, expenditures, and recruitment rates. Political and economic conditions will dictate the rate at which performance measurement evolves in Mississippi.

Most southeastern states adopted performance measurement to contain costs in an era of competing demands; few states adopted these measures to respond to "faculty-bashers." These assessments, though evolving at different rates, diffused rapidly, and most states in the region intend to continue their development (Table 3).

Midwestern States

The Missouri Coordinating Board for Higher Education (CBHE) oversees the state's public two-year technical college, 17 community colleges, 13 colleges and universities, 58 technical institutions, and its proprietary schools. These postsecondary institutions served nearly 300,000 students and granted almost 50,000 degrees and employed over 7,500 full-time faculty in 1997. Their budget was about $1 billion in FY 1999. Missouri, a leader in the performance indicators movement, achieved national visibility for its Funding For Results (FFR) program, a performance measurement and funding system.[17]

Missouri implemented FFR after the 1992 defeat of a state tax proposal to increase funding for higher education.[18] CBHE, aiming to rebuild public support and funding for higher education, collaborated with campus leaders to develop a framework for performance funding. FFR, which thoroughly integrated accountability systems into the higher education system, resulted from these deliberations. A coalition of political, corporate, civic, and academic leaders, working under CBHE auspices, anticipates trends and problems facing Missouri's public institutions, including cost containment, quality, competition, and global economic transformations.[19]

Missouri's goals include access, quality, and efficiency; specific activities defy encapsulation. Northeast Missouri State University was the test site for many techniques borrowed from industry.[20] CBHE then expanded the program to all public colleges and universities;

TABLE 3

PERFORMANCE FUNDING — A STATE OVERVIEW

State	Funding	Status	Number of Indicators	Timeline
Arkansas	FY 95-96 $10,000	Implemented	7 goals; 16 indicators	Implemented in 1995
Colorado	Pending legislation	Legislation passed. Development of indicators in process	To be determined by Commission	• Indicators established by June 1997 • Indicators to Legislature by 1998 • Funding begins in 1999-2000
Florida (Comm. Coll)	$12,000.00	Implemented	3 indicators	Implemented in 1996
(University System)	$5,000.00		5 indicatros	
Kentucky	FY 96 $3,000.00 or 0.5%	Approval of performance indicator sysrtem by CHE July 1996	15 indicators	• performance • March 1997 funding recommendations for 1997-1998
Missouri	1.2% ($7,010,00) for 4-yr institutions 0.9% ($799,690) for 2-yr institutions	Implemented	21 indicators	Implemented in 1993
Ohio (Comm. Coll. Only)**	FY 96 $1,500,000	Implemented	9 statewide expectations	Implemented in 1996
South Carolina	100% of higher education funds	Legislation passed 5/96. Developed measures and benchmarks in progress.	9 critical success factors 37 indicators	Jan. 1997 regulations presented to legislature. July 1999 100% funding begins.
Tennessee	5.45% ($26.6 million for FY 94-95)	Implemented	10 indicators	Implemented in 1979

SOURCE: South Carolina Commission on Higher Education. Performance Funding Special Report No. 2. *(September 1996).*

* *Florida is currently considering implementing performance-based program budgeting that could possibly link performance to 100 percent funding.*

** *Ohio is currently considering performance funding for all of its institutions of higher learning.*

some reports also mention participation by Missouri's 26 independent colleges and universities.

State officials were especially concerned about the quality of instruction and research at the system's 30 public campuses. CBHE, supported by subsequent legislation, therefore provided incentives to improve teaching and learning and tied appropriations to progress in attaining quality goals. These goals included the quality of graduates, access of underrepresented groups, and improved teaching and learning. Four-year institutions must increase graduation rates and the quality of prospective teachers and students. Community colleges must increase transfer, job placement, and degree and certification rates. FFR also called for continued investment to enhance institutional missions in accord with five-year reviews, to improve the performance of technical institutions, and to develop effective telecommunication systems. Missouri boasts of significant returns on targeted investments between 1992 and 1996.

CBHE's publications amplify the strategies, indicators, and procedures used to implement FFR's basic goals. The 1997 annual report highlights the state's strategic plan for public higher education, including CBHE's Missouri Student Assistance Resource Services (MOSTARS), which helps students and their families afford postsecondary education.[21]

Institutional involvement occurred in three phases—in 1995, 1996, and 1997. The University of Missouri began to participate during Phase III.[22]

A 1998 proposal to the governor, drafted by Missouri's Department of Higher Education and CBHE, specifies faculty workload policies among 24 goals.[23] All tenured and tenure-track faculty, proposes Goal 18, must average a nine-hour teaching load at research institutions and 12 hours at other four-year colleges and universities.[24] Compliance with the specified goal will be an institutional prerogative.

Missouri's reports contain little data on faculty response or performance to this point, though they cite several institutions for attaining distinction in instructional quality. But faculty members have little choice but to go along with a program that they did not design. Missouri's substantial investment in specifying performance measures bears careful watching.

Illinois policymakers invoked the familiar litany of concerns about cost containment, undergraduate teaching, accountability, and global competitiveness to justify their attempt to streamline and restructure their public system of higher education, including performance indicators.

The Illinois Board of Higher Education (IBHE) spearheaded the state's work in performance measurement. IBHE's Priorities, Quality, and Productivity (PQP) initiative seeks to curtail the costs of higher education, maximize return on the state's investment in education, and enhance the performance of the public colleges and universities by strengthening the quality of its academic institutions, accentuating their distinctive missions, and fostering strategic innovation and flexible basic operations.

PQP targeted faculty development incentives and restructuring faculty priorities around undergraduate instruction. The initiative emphasized assessment of the performance of professors. Wishing to collect statewide data on faculty work, IBHE officials required public institutions to report annually on workload and productivity and to substantiate efforts to improve quality.

IBHE officials provided anecdotal evidence of instructional innovation, rather than a list of performance indicators. This evidence included the decision by faculty at Southern Illinois University at Edwardsville to sanction "meritorious" teaching in its tenure and promotion policies. IBHE also praised Governors State University for enrolling the entire faculty in the PQP faculty development initiative. Many proposed instructional initiatives, IBHE acknowledged, varied from disciplinary norms and from traditional academic labor market incentives. IBHE remained concerned about faculty-student contact, long-term strategic planning, faculty turnover, and faculty salaries. But the board, acknowledging resistance, will likely soon implement a more stringent form of performance measurement.

The use of performance indicators in Indiana mirrors common concerns about costs, quality, and productivity. Indiana's Commission for Higher Education (CHE) translated these concerns into concrete proposals in 1993 by constructing 12 campus-level performance indicators.[25] Six measures assessed instructional productivity: annual sections taught per FTE faculty member, annual credit hours per FTE faculty, pass rates on licensure and certification exams, degree completion rates, satisfaction, success, and employability of recent graduates, and instructional expenditures per student FTE. Thus half the indicators aimed to redirect faculty concern to undergraduate teaching.

Outcome measures for research and public service included the amount of external funds generated per faculty FTE and average faculty hours per week spent in public or professional service. A composite measure of institutional quality included the national rank of departments and schools. CHE assessed administrative productivity by noting the ratio of all staff FTEs to faculty FTEs and the ratio of administrative staff FTEs to faculty FTEs. The twelfth indicator estimated support costs.

By 1995-97, CHE collected data for nine productivity measures for each of the 16 university campuses in the Indiana system.[26] Community colleges have yet to receive the same level of scrutiny. Trends in Indiana portend even greater emphasis on performance measurement as budgetary procedures are refined.

Iowa's efforts at performance measurement closely resemble South Carolina's. The state's Board of Regents endorsed a set of 43 indicators to benchmark its higher education system. A March 1998 report prepared for the Board suggested these indicators. The indicators were adopted to monitor five major institutions of higher education: the University of Iowa, Iowa State University, the University of Northern Iowa, Iowa School for the Deaf, and Iowa Blind and Sight Saving School. The first three institutions had developed measures to augment their strategic plans even before the regents officially adopted their indicators. The Board and academic leaders are collaborating to streamline and standardize data collection and to adjudicate overlaps and incongruities in implementing measurement schema.

Iowa cited usual pressures to explain the use of performance measurement: the need for quality, access, diversity, and accountability. Higher education leaders in Iowa assembled comparative databases with peer institutions and standardized databases on key aspects of faculty workload. These leaders desired meticulous assessment of instructional productivity of tenured faculty; 31 of the 43 performance items related to faculty concerns. These concerns included undergraduate and graduate education, research and public service, and educational technology. Specific measures included faculty credit hours, proportion of senior faculty teaching undergraduates, and percentage of introductory courses taught by senior faculty. Measures of the quality of campus facilities, access, affordability, funding, expenditures, and external support completed the list. Institutions must report annually on their performance.

The performance measurement movement involved other key midwest states. Wisconsin, responding to demands for quality, effectiveness, access, diversity, efficiency, and cost containment, developed performance indicators to assess its state colleges and universities.[27] In Ohio, the AAUP chapter at Central State University responded to state pressures to restructure faculty workload by challenging the state's right to refuse to bargain over the issue.[28] Faculty productivity will remain a salient issue in public systems of higher education throughout the Midwest.

Western States

The accountability movement has moved westward. The Colorado Commission on Higher Education (CCHE), responding to passage of HB 96-1219, the "Higher Education Quality Assurance Act," in 1996, will compose quality indicators to assess institutional performance, student satisfaction and success, employer satisfaction, and the overall performance of the higher education system. A report on specific quality indicators is forthcoming; preliminary proposals include measuring graduation rates, degree rates, expenditures, diversity, instructional quality, and faculty workload.

Nevada is also exploring the use of performance indicators. In 1996, the University and Community College System of Nevada (UCCSN) surveyed to determine faculty workload. UCCSN faculty, noted the study, exceeded national norms in the proportion of time devoted to instructional activities: 56 percent of the workweek for university faculty, 77 percent for community college faculty. The time allocation of faculty members was generally congruent with the missions of their institutions. There is therefore little furor over faculty productivity in Nevada.

Idaho standardized its faculty workload policies just as it adopted an initial performance measurement scheme. The normal workload is 15 credit hours, depending upon institutional mission and faculty preferences. In conjunction with the Idaho Board of Education, the Presidents' Council recently adopted 11 performance indicators. The state's seven public colleges and universities must provide campus-level data about enrollments, credit hours, retention rates, graduation rates, and expenditures.

In 1997, the Oregon University System completed a major study of faculty workload and productivity.[29] System officials respected the contributions of the 2,957 faculty members in the Oregon State System of Higher Education (OSSOHE). No polemics here; instead, Oregon's report constructively described the complications of faculty work and presented a positive portrait of faculty workload and productivity.

About 80 percent of OSSOHE faculty members, the study noted, were full-timers. These faculty members worked over 50 hours weekly, produced 2.3 million credit hours, averaged 11.8 credit hours, and experienced an 8.5 percent increase in productivity since 1991. The report emphasizes the economic value of faculty research—OSSOHE faculty averaged $70,812 in research revenues per full-time member—and suggests incentives to foster innovation. The report also notes the positive contributions of community service. The study includes concerns about quality assurance but also stresses the importance of adequate faculty salaries for enhancing and maintaining excellence. The strident rhetoric justifying performance indicators elsewhere has not invaded this state system.

The 220 sites in the Arizona system of higher education enroll over 103,000 students. Estimated FY 1998 revenues were $2 billion, including about $700 million in state appropriations. The state's public universities have an estimated $4 billion impact on Arizona's economy.

Arizona's Board of Regents (ABOR) benchmarked the instructional and professional activities of faculty at the University of Arizona, Arizona State University, and Northern Arizona University since 1992. In 1998, the Regents issued a report card detailing how these universities performed on specific indicators in seven areas: improving undergraduate education, strengthening graduate education, developing research and encouraging economic development, providing access to higher education, capitalizing on new technologies, enhancing constituency relations, and improving efficiency.

ABOR assessed instructional productivity by measuring persistence, retention, transfer, and graduation rates and by responses to surveys of satisfaction with academic advising. The Regents assessed faculty involvement in undergraduate instruction by classroom contact hours, teaching ratings, and alumni responses. Performance measures common to other systems target expenditures and resource utilization. ABOR used four ratings of overall performance: superior, satisfactory, needs improvement, or unsatisfactory. ABOR's approach to performance measurement, as reflected in the 1998 report card, reflected the national tendency to emphasize enrollment growth management, cost containment, and accountability assurance.

Efforts to measure faculty work appeared to be related to gaining public support for the state's expanding higher education enterprise. A 1998 study on faculty workload and productivity, conducted by ABOR in collaboration with the Arizona Faculties Council, found that the empirical data did not support popular misconceptions about faculty. The report, for instance, established that in Fall, 1997 regular faculty members taught nearly 90 percent of all FTE students, and the bulk of lower and upper division courses, including 43.7 percent of total lower division student credit hours.

Performance measurement dispelled other myths about academic work. Arizona faculty members devoted more than 35 hours weekly to instruction, thereby exceeding national norms for amount of time devoted to teaching and approximating these norms in the length of the workweek (52 to 55 hours per week). Arizona's endeavors at performance measurement redounded to the faculty's favor; research verified the outstanding performance and strategic value of its faculty.

Perhaps the same fate awaits policymakers in Hawaii. In FY 1994-95, the Hawaiian university system employed 3,065 FTE faculty across 10 campuses and served nearly 50,000 students. Expenditures for faculty amounted to $176 million or 29 percent of the university's total budget.

In 1997, the University of Hawaii conducted a study of faculty workload. The same year, the state government issued a report that documented expenditures, revenues, and working conditions and questioned institutional reporting.[30] This report encouraged the Board of Regents, charged with supervising the public higher education system, to clarify its faculty workload policies. It noted significant variations in faculty workload, in contrast to the Board's 1982 guidelines requiring university faculty to teach 24 semester hours or eight courses. Auditors also noted that no minimum course load was specified and that a foreign scholar was paid $128,000 without fulfilling his teaching obligations. The terse report foreshadows a performance measurement system. State officials already allude to the use of performance measures in other states. Hawaiian public higher education may succumb to accountability pressures affecting mainland state systems, despite increased instructional productivity amid decreased funding levels.

CONCLUSION

Other states have also adopted performance indicators.[31] Arkansas began its program in 1994, using the same rationalizations and measures cited in other states.[32] Montana has recently adopted a system of performance items.[33] So has Texas; in fact, Texas A&M University received a grant from the Fund for the Improvement of Postsecondary Education to refine its performance items.[34] Massachusetts espoused rhetoric pursuant to performance measurement.[35] These states, too, cited costs, quality, diversity, and productivity to justify increased accountability.

Some scholars question the use of performance measures. The measures, suggested Mingle (1997), fail to assess the complex behaviors found in higher education institutions, provide no information about which process most affect productivity or *how* the processes achieved desired outcomes. The real factors influencing performance outcomes, Mingle noted, may be difficult to disentangle, and may not even be measurable. Last, routine outcomes can make institutional performance ritualistic.

State-level mandates, noted Gaither (1995), will be ineffectual unless they stimulate voluntary, campus-level change. European attempts at performance measurement, he added, floundered because they failed to measure the informal dimensions of productivity that are most salient among faculty.[36] Neal (1995) also questioned the usefulness, mechanistic conceptualization, hasty implementation, suspect linkages, and problematic validity and reliability of performance measures.[37] The convenience or availability of standardized databases, Ruppert hypothesized, may inordinately influence the penchant for performance items.[38] Calling performance indicators superficial and noting mixed results and maladaptive uses, she, too, questioned their effectiveness. The uncritical use of performance indicators, she added, might deflect attention from more important issues.[39]

Brinkman (1992) demonstrated that ecological factors and social conditions—such as competitive pressures in labor markets—affected costs and productivity. Many costs, he noted, were beyond the scope of any particular academic organization.[40] These systematic and unavoidable pressures usually transcended economic downturns. Policymakers, Brinkman implied, must account for external forces when assessing costs prior to measuring productivity.

Productive institutions, found Gilmore and To, were *less* likely to have a formal evaluation system for faculty and staff.[41] Organizational factors, such as student body composition, accounted for productivity. So did intangibles, such as environmental synergy and organizational culture.[42] Middaugh and Hollowell, studying accuracy in measuring productivity at the University of Delaware, called for disaggregating the relationship between academic and administrative productivity.[43] Even proponents of TQM conceptualized productivity more as process than a static outcome.[44] Scholars thus raised fundamental questions about the long-term impact of performance measurement.

The performance measurement movement emerged when social, political, technological, and economic forces, especially shrinking resources, led state officials to propose formal assessments. Right now, the movement appears unstoppable, though not every state gives primacy to faculty workload and productivity. Professors at public colleges and universities must therefore battle for fairness in the indicators, for equity when the indicators are linked to compensation, and for public trust and political sympathy.

NOTES

[1] SHEEO, 1998. The State Higher Education Executive Officers (SHEEO), a leading policy commission for academic administrators, conducted the survey between December 1996 and March 1997.

[2] Ruppert, 1992; Gaither, 1995; Hollins, 1992.

[3] Brinkman, 1992.

[4] Meyer, 1998.

[5] Dunn, 1992; Neal, 1995.

[6] Ruppert, 1995.

[7] Meyer, 1998.

[8] Gilmore and To, 1992; Meyer, 1998.

[9] These states included Colorado, Hawaii, Idaho, Illinois, Indiana, Iowa, Kentucky, Maryland, Mississippi, Missouri, Nevada, New Jersey, New York, Oregon, South Carolina, and Virginia.

[10] Briefing paper, 1996; Freeman, 1995.

[11] A second report, *Higher Education Costs and Revenues* was released in May 1997. This report contrasts costs per FTE within and across sectors in New Jersey as a backdrop to national comparisons.

[12] Albright, 1995.

[13] Three major reports have examined the implications of these measures for student interests. See Commonwealth of Virginia, "Peformance Funding Overview," *Definitions and Reporting Periods for Core Performance Measures for Higher Education*, and Vir-

ginia Higher Education Indicators of Institutional Mission: Who Are the Faculty?

[14] The sample size for the 1996 survey included 3,319 randomly-selected faculty respondents, with a 72 percent response rate.

[15] The report also detailed many performance indicators for student contact hours, instructional duties, advising, research activities, and service responsibilities by institution, mission, tenure status, rank, discipline, FTE enrollments, and employment status. See Commonwealth of Virginia, Council of Higher Education, 1997.

[16] These strategic initiatives are documented in the *Annual Accountability Report Series of Kentucky Higher Education 1996*.

[17] Stein and Fajen, 1995.

[18] Ibid.

[19] *Blueprint for Missouri's Higher Education*, a 1998 report, outlines the coalition's goals and performance measures for higher education.

[20] Stein and Fajen, 1995.

[21] *Show-Me Higher Education: Results of the Blueprint.*

[22] The documents do not detail the funding formulas used in conjunction with the performance indicators.

[23] *Integrated Strategic Plan.*

[24] The proposal did not suggest the workload of community college faculty.

[25] See "Measuring Campus-Level Productivity: A Policy Paper."

[26] The missing indicators examined the success, satisfaction, and employability of recent graduates; national rank, and hours faculty devoted to public service.

[27] Boatright, 1995.

[28] Magner, 1998.

[29] *Faculty Work and Results* (1997). Legislators require biennial reports on the system.

[30] *Audit of the University of Hawaii's Management of Faculty Workload.*

[31] Gaither, 1995.

[32] Albright, 1995.

[33] Ibid.

[34] Hayes, 1995.

[35] Healy, 1998.

[36] Gaither, 1995, 100.

[37] Neal, 1995, 7.

[38] Ruppert, 1995, 17

[39] Ibid., 16.

[40] Brinkman, 24-26.

[41] Gilmore and To, 1992, 44.

[42] These scholars also observed a tradeoff between instructional and research productivity, depending on the *ratio* of characteristic inputs to outputs.

[43] Middaugh and Hollowell, 1992.

[44] Heverly and Cornesky, 1992, 104.

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Part-Time Faculty At Community Colleges: A National Profile

by James C. Palmer

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"As long as [community college] administrators are not constrained by law or collective bargaining agreements," wrote a prescient analyst in the 1970s, "they will continue to employ lower paid part-time instructors, probably in larger numbers than in the past, as one means of effective savings."[1] Today, the prediction has come true: The two-year college professoriate consists of a small cadre of full-time employees surrounded by growing numbers of contingent workers.[2]

The use of part-timers at community colleges grew steadily for over 30 years—from 38 percent in 1962 to 40 percent in 1971, 50 percent in 1974, and 64 percent in fall 1995. The fall 1995 proportions are far greater than the 39 percent and 24 percent of faculty members at independent and public four-year colleges, respectively, who worked part-time during that semester.[3]

This essay draws on the 1993 National Survey of Postsecondary Faculty (NSOPF-93), conducted by the United States Department of Education. NSOPF-13 provides the most detailed look at college faculty members to date.[4] We ask five questions about part-time faculty members at American community colleges:

- How does the employment of part-timers vary by region, academic discipline, and institutional size?
- Do part-time and full-time faculty members differ by age, gender, and ethnicity?
- What is the academic workload of part-time faculty members—formal and informal instruction, out-of-class contact with students—and how long do part-time faculty members hold their jobs?
- What other jobs do part-time faculty members hold?
- What proportion of the part-time faculty took their jobs because full-time work was unavailable, and how do "reluctant" and other part-timers differ?

VARIATIONS IN EMPLOYMENT OF PART-TIME FACULTY MEMBERS

National averages on employment of part-time faculty members conceal regional variations. Rates of part-time employment, according to NSOPF-93, ranged from 54 percent in the plains states to 66.2 percent in the mid-eastern U.S. (Table 1). Data from the 10 states with the largest community college enrollments—61 percent of all community college students—also showed state-by-state variations, ranging from 64 percent in North Carolina and Ohio to 73 percent in Florida (Table 2).[5]

TABLE 1

PART-TIMERS AS A PERCENTAGE OF TOTAL TEACHING FACULTY AT COMMUNITY COLLEGES, BY REGION, FALL 1992

Region	Percentage Employed Full-Time	Percentage Employed Part-Time
New England	42.8%	57.2%
Mid-East	33.8	66.2
Great Lakes	37.3	62.7
Plains	46.0	54.0
Southeast	41.3	58.7
Southwest	35.7	64.3
Rocky Mountain States	42.2	57.8
Far West	35.6	64.4

SOURCE: NSOPF-93; includes respondents from public two-year colleges who indicated that teaching was their primary responsibility at their colleges and who had at least some responsibility for credit instruction.

Part-time employment rates also varied by college size (Table 3). In Fall 1992, community colleges with larger enrollments tended to hire proportionately more part-time faculty members. This finding may reflect the labor market advantage enjoyed by urban institutions which, because of their proximity to universities and large corporations, can draw on relatively large pools of faculty with graduate degrees.

Part-time employment rates among community college faculty members varied substantially by academic discipline, ranging from 29 percent of nursing instructors to 91 percent of teachers of law in Fall 1992 (Table 4). Part-timers constituted a majority of the faculty in all but three academic fields listed in Table 4.[6]

PERSONAL CHARACTERISTICS

Part-time and full-time community college faculty members showed almost identical gender and ethnicity breakdowns in fall 1992: 42.7 percent and 43.5 percent of the part- and full-timers, respectively, were women, while 11.8 percent and 13.9 percent, respectively, came from minority groups (Table 5). But part-time faculty members were considerably younger:

TABLE 2

PART-TIMERS AS A PERCENTAGE OF TOTAL TEACHING FACULTY AT COMMUNITY COLLEGES, 10 STATES WITH LARGEST STUDENT ENROLLMENTS, FALL 1995

State	Percentage Employed Full-Time	Percentage Employed Part-Time
Arizona	36.0%	64.0%
California	31.0	69.0
Florida	27.0	73.0
Illinois	28.0	72.0
Michigan	33.0	67.0
New York	36.0	64.0
North Carolina	28.0	72.0
Ohio	36.0	64.0
Texas	33.0	67.0
Washington	35.0	65.0

SOURCE: National Center for Education Statistics, Data File on Fall Staff in Postsecondary Institutions, 1995. Thanks to J.B.L. Associates for the data analysis.

TABLE 3

PART-TIMERS AS A PERCENTAGE OF TOTAL TEACHING FACULTY AT COMMUNITY COLLEGES, BY ENROLLMENT SIZE OF INSTITUTION, FALL 1992

Total Enrollment (Full-Time Equivalent)	Percentage Employed Full-Time	Percentage Employed Part-Time
536 or less	50.2%	49.8%
564 – 1,423	41.1	58.9
1,424 – 3,574	41.8	58.2
3,575 – 8,272	37.3	62.7
Above 8,272	31.7	68.3

SOURCE: NSOPF-93; includes respondents from public two-year colleges who indicated that teaching was their primary responsibility at their colleges and who had at least some responsibility for credit instruction.

TABLE 4

PART-TIMERS AS A PERCENTAGE OF TOTAL TEACHING FACULTY AT COMMUNITY COLLEGES, BY PRIMARY TEACHING FIELD, FALL 1992

Primary Teaching Field	Percentage Employed Full-Time	Percentage Employed Part-Time
Law	9.0%	91.0%
Philosophy and religion	22.0	78.0
1st-professional health sciences	24.3	75.7
Foreign languages	25.1	74.9
Fine arts	26.3	73.7
Teacher education	28.0	72.1
Mathematics and statistics	29.8	70.2
Psychology	30.5	69.5
Communications	31.7	68.3
Computer sciences	31.9	68.1
All other programs	34.6	65.4
Other social sciences	36.3	63.7
Business	36.9	63.1
Other education	38.3	61.7
English and literature	38.5	61.5
Occupation programs	41.4	58.6
Biological sciences	43.0	57.0
Engineering	43.3	56.8
Physical sciences	44.6	55.4
Other health sciences	44.6	55.4
History	45.7	54.3
Economics	46.2	53.8
Sociology	47.0	53.1
Political sciences	55.5	44.5
Agriculture/home economics	59.0	41.0
Nursing	71.1	28.9

SOURCE: NSOPF-93; includes respondents from public two-year colleges who indicated that teaching was their primary responsibility at their colleges and who had at least some responsibility for credit instruction.

The 44 or younger group included 50 percent of part-timers, but only 33 percent of the full-timers. These statistics suggest that community colleges tend to hire new entrants to the profession on a part-time basis.

Data collected since NSOPF-93 show small demographic shifts (Table 5). Between 1992 and 1995, the proportion of women in the community college teaching force increased—from 42.7 percent to 49.3 percent among part-timers and from 43.5 percent to 46.5 percent among full-timers. The proportion of minority group members in the part-time contingent increased from 11.8 percent to 14.9 percent, but the proportion of minorities among full-timers remained decreased from 13.9 percent to 13 percent.[7] These changes may reflect differences in data collection methods.[8] But equity concerns may emerge if the data continue to reveal that disproportionate numbers of minorities are hired to teach part-time.

WORKLOAD AND DURATION OF EMPLOYMENT

Part-time community college faculty members taught an average of 42 students in Fall

TABLE 5

COMPARING FULL-TIME AND PART-TIME TEACHING FACULTY AT COMMUNITY COLLEGES BY AGE, GENDER, AND ETHNICITY, FALL 1992 AND FALL 1995

	Full-Time Faculty		Part-Time Faculty	
	1992	1995	1992	1995
Percent Who Are:				
Under 35	6.8%	*	16.1	*
35–44	26.4	*	33.6	*
45–54	42.4	*	30.3	*
55–64	21.3	*	13.9	*
65 or older	3.1	*	6.2	*
TOTAL	100.0%	*	100.0	*
Percent Who Are:				
Minorities	13.9	13.0%	11.8%	14.9%
White	86.1	87.8	88.2	84.1
TOTAL	100.0%	100.0%	100.0%	100.0%
Percent Who Are:				
Male	56.5%	53.5%	57.3%	50.7%
Female	43.5	46.5	42.7	49.3
TOTAL	100.0%	100.0%	100.0%	100.0%

SOURCE: Data for Fall 1992 are from NSOPF-93; includes respondents from public two-year colleges who indicated that teaching was their primary responsibility at their colleges and who had at least some responsibility for credit instruction. Data for Fall 1995 are from Roey and Rak (1998, pp. B-17, B-19, B-20). Data on faculty age are not available for 1995.

1992, generating 137.8 student credit hours (Table 6). The instructional workload of part-time faculty members varied by discipline. Nine of the 10 disciplines with the lowest workload averages—measured by students taught in credit classes—were in career-related areas.[9] In contrast, nine of the 10 disciplines with the highest workload averages were in the arts and sciences.[10]

Full-time community college faculty members taught, on average, 2.5 times as many students as part-timers and generated 2.7 times as many student credit hours (Table 6). Full-timers were also more likely to report out-of-class interaction with students: The 82.6 percent of the full-time faculty members indicating some informal contact with students averaged 5.5 hours per week. In contrast, the 52.7 percent of the part-timers indicating informal contact averaged 3.8 hours per week. The gap was even greater for office hours: 96.7 percent of full-time faculty members kept regular office hours, averaging 8.4 hours per week. But the 41.6 percent of the part-timers keeping regular office hours averaged 6.8 hours per week.

Many part-time faculty members are long-term employees, despite their limited roles outside of the classroom (Table 7). In Fall 1992, 20.1 percent and 22.9 percent of part-time faculty members at community colleges held their teaching assignments for 10 years or more and for five to nine years, respectively. "Temporary" employees filled ongoing instructional needs, not brief gaps. Using a contingent faculty that devotes limited time to students outside the classroom may raise questions about program quality.

EMPLOYMENT OUTSIDE THE COLLEGE

Part-timers, it is often said, bring real-world work experience in local businesses and industries to the community college campus. But only 34.2 percent of part-timers employed at community colleges held full-time, non-teaching jobs at a place of employment other

TABLE 6

MEASURES OF FORMAL AND INFORMAL CONTACT WITH STUDENTS, PART-TIME AND FULL-TIME TEACHING FACULTY AT COMMUNITY COLLEGES, FALL 1992

	Average Number of Credits Generated		Average Number of Students Taught in Credit Classes		Percent Indicating at Least Some Out-of-Class Interaction with Students		Average Hours/Week Out-of-Class Interaction With Students		Percent That Keep Regularly Scheduled Office Hours		Average Office Hours/Week (Those Who Keep Office Hours)	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
All Faculty	374.34	137.81	102.83	42.10	82.55%	52.70%	5.45	3.75	96.67%	41.64%	8.41	6.83
Faculty in:												
Agriculture/home economics	429.56	low n	129.21	low n	83.88	low n	8.94	low n	98.16	low n	7.88	low n
Business	340.06	112.59	104.15	36.68	84.40	43.42	5.24	3.33	96.59	29.09	8.75	7.02
Communications	286.51	115.19	91.89	36.91	86.33	66.89	7.10	3.93	97.64	54.25	8.18	low n
Teacher education	273.09	132.30	94.03	44.9	88.29	40.38	4.66	2.93	96.83	38.42	8.68	low n
Other education	346.02	117.19	118.22	40.98	81.03	47.19	5.63	3.72	96.31	43.28	10.07	6.26
Engineering	235.80	85.20	67.70	26.43	86.90	61.34	4.82	2.98	97.75	28.64	7.98	9.96
Fine arts	281.42	116.61	101.73	41.29	92.21	62.37	5.60	4.15	97.09	39.21	8.82	7.06
1st-professional health sciences	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n
Nursing	473.55	118.12	76.64	29.62	83.13	56.42	4.69	4.40	99.15	40.64	8.99	low n
Other health sciences	255.60	137.36	74.94	44.22	80.31	54.35	5.71	5.57	94.19	30.51	7.68	8.14
English and literature	360.26	152.46	108.33	45.10	84.04	61.02	5.18	3.10	98.96	50.82	8.13	5.37
Foreign languages	507.82	140.14	104.93	37.88	91.04	64.17	3.53	3.42	93.54	61.54	6.74	5.91
History	489.45	166.43	145.46	52.99	89.72	61.83	5.50	3.53	96.70	49.39	8.93	4.13
Philosophy and religion	low n	217.39	low n	59.48	low n	49.60	low n	low n	low n	58.97	low n	low n
Law	low n	141.06	low n	35.62	low n	40.55	low n	3.32	low n	21.36	low n	low n
Biological sciences	440.41	183.30	118.39	53.60	86.52	65.20	5.74	2.34	99.64	57.17	7.88	5.55
Physical sciences	362.43	181.37	99.03	47.29	84.24	38.22	4.86	3.24	96.30	62.67	7.24	4.45
Mathematics and statistics	393.55	158.86	107.42	44.33	81.92	45.36	4.71	3.70	98.65	45.45	8.26	6.08
Computer sciences	48.56	107.82	112.64	32.96	82.89	45.49	6.65	3.68	93.10	34.40	9.50	6.46
Economics	401.22	low n	127.06	low n	72.17	low n	low n	low n	100.00	low n	7.78	low n
Political sciences	462.00	low n	146.90	low n	88.75	low n	6.89	low n	100.00	low n	11.14	low n
Psychology	499.58	198.76	155.22	62.79	84.31	56.84	5.06	3.21	97.81	48.31	8.42	5.4
Sociology	1080.06	184.49	182.84	57.01	90.06	59.70	6.13	low n	98.17	65.72	7.85	low n
Other social sciences	431.87	163.79	131.07	52.85	84.24	63.52	4.20	3.90	95.44	46.03	7.59	6.65
Occupation programs	294.22	116.63	74.09	36.12	70.19	45.65	6.32	7.51	91.84	32.61	8.32	9.59
All other programs	267.71	110.05	85.06	38.44	72.53	55.74	6.45	2.89	95.29	34.74	7.25	7.83

SOURCE: NSOPF-93; includes respondents from public two-year colleges who indicated that teaching was their primary responsibility at their colleges and who had at least some responsibility for credit instruction.

TABLE 7

PATTERNS OF EMPLOYMENT AMONG PART-TIME TEACHING FACULTY AT COMMUNITY COLLEGES, BY TEACHING DISCIPLINE, FALL 1992

	Number of Years in Current Part-Time Job					Employment Status of Outside Job		Place of Outside Employment		Type of Work in Outside Job*	
	< 5 Years	5-9 Years	> 10 Years	% Who Took Job Because Full-Time Work Was Unavailable	% With No Other Employment Outside of the College	% with Full-Time	% with Part-Time	% Working in Another Postsecondary Institution	% Working in a Non-postsecondary Setting	% Who are Teaching	% Who are Doing Other Work
Agriculture/home economics	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n
Business	45.9	27.0	27.1	38.2%	15.9%	85.5%	14.5%	7.6%	92.4%	17.2%	82.8%
Communications	67.9	23.1	9.0	62.7	6.5	65.1	34.9	33.4	66.6	43.1	56.9
Teacher education	46.9	24.8	28.3	47.3	22.3	68.9	31.1	15.2	84.8	46.8	53.2
Other education	53.0	29.6	17.4	48.5	35.8	62.4	37.6	16.9	83.1	65.4	34.6
Engineering	61.2	16.9	21.9	31.0	23.4	86.9	13.1	11.2	88.8	17.8	82.2
Fine arts	43.9	29.0	27.1	71.2	15.0	40.2	59.8	24.9	75.1	54.2	45.8
1st-professional health sciences	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n
Nursing	66.2	15.9	17.9	29.6	23.0	63.4	36.6	7.0	93.0	12.9	87.1
Other health sciences	58.8	23.6	17.6	31.4	13.5	78.4	21.6	5.1	95.0	27.5	72.5
English and literature	64.0	20.6	15.3	59.1	32.5	48.2	51.8	33.7	66.3	65.9	34.1
Foreign languages	54.1	21.3	24.6	58.7	28.4	56.8	43.2	18.4	81.6	60.7	39.3
History	59.8	22.6	17.6	75.4	18.5	48.1	51.9	50.3	49.8	62.5	37.5
Philosophy and religion	71.2	13.1	15.7	52.3	23.8	47.1	52.9	36.4	63.7	44.6	55.4
Law	50.8	26.1	23.1	32.3	4.7	93.1	6.9	5.8	94.2	8.8	91.3
Biological sciences	78.3	12.9	8.8	75.4	23.1	54.9	45.1	40.3	59.7	42.1	57.9
Physical sciences	57.5	25.9	16.6	40.7	22.1	52.6	47.4	16.9	83.1	33.7	66.3
Mathematics and statistics	53.5	21.3	25.1	48.3	25.3	64.3	35.7	27.3	72.7	64.1	35.9
Computer sciences	58.9	24.3	16.8	30.0	10.8	77.6	22.4	6.5	93.5	20.2	79.8
Economics	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n
Political sciences	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n	low n
Psychology	64.7	17.5	17.8	54.9	16.6	67.7	32.3	13.4	86.6	14.2	85.8
Sociology	57.2	20.3	22.5	43.2	31.6	71.5	28.5	10.9	89.1	35.8	64.2
Other social sciences	64.7	24.9	10.4	44.9	18.0	62.0	38.0	29.6	70.4	36.2	63.8
Occupation programs	51.0	30.3	18.6	39.7	12.2	79.2	20.8	3.7	96.4	18.2	81.8
All other programs	63.5	17.5	19.1	42.5	12.8	72.7	27.3	8.6	91.4	31.3	68.7
All part-time faculty	57.0	22.9	20.1	47.8	20.6	66.7	33.3	18.3	81.7	38.0	62.0

SOURCE: NSOPF-93; includes respondents from public two-year colleges who indicated that teaching was their primary responsibility at their colleges and who had at least some responsibility for credit instruction.

** For faculty members who hold outside jobs.*

than a K-12 school, a four-year college, or another community college (Table 8).[11] About 20.6 percent of the part-timers reported no other employment. Another 14.9 percent held other part-time teaching positions, 15.2 percent held full-time teaching positions (usually at a K-12 school), 11.6 percent held part-time, non-teaching jobs.

TABLE 8

OTHER TYPES OF JOBS (OUTSIDE OF COLLEGE) HELD BY PART-TIME FACULTY, FALL 1992

No Outside Job: Only employment is part-time at this institution	20.60%
Holds another part-time teaching job outside the college:	
at another community college	4.40%
at a four-year college	5.40%
at a K-12 school	1.70%
at another type of institution	3.40%
Holds a full-time teaching job outside the college	
at another community college	0.65%
at a four-year college	1.20%
at a K-12 school	11.00%
at another type of institution	2.40%
Holds a part-time nonteaching job outside the college	
at another community college	0.20%
at a four-year college	0.90%
at a K-12 school	0.20%
at another type of institution	10.30%
Holds a full-time nonteaching job outside the college	
at another community college	0.50%
at a four-year college	1.30%
at a K-12 school	1.70%
at another type of institution	34.20%
TOTAL	100.0%

SOURCE: NSOPF-93; includes respondents from public two-year colleges who indicated that teaching was their primary responsibility at their colleges and who had at least some responsibility for credit instruction.

Patterns of outside employment varied by teaching discipline (Table 7). Faculty members teaching in career fields—business, computer science, law, and occupational trades, for example—generally reported higher rates of outside employment than arts and science colleagues—foreign languages, literature, and sociology, for example. Teachers in career fields were also more likely to be employed in full-time, non-teaching positions outside of postsecondary education.

RELUCTANT PART-TIMERS

Academic labor market captivity helps to explain why some part-timers take their jobs. In Fall 1992, 47.8 percent of part-time faculty members at community colleges took their jobs because full-time work was unavailable (Table 7). The proportions, by discipline, reporting full-time job unavailability ranged from 29.6 percent in nursing to 75.4 percent in history and in the biological sciences. Reluctant part-timers—faculty members who would prefer full-time teaching jobs—were more likely to be found in the arts and sciences than in career-related fields.

NSOPF-93 revealed other differences between reluctant and willing part-timers (Table 9). The reluctant group included greater proportions of women and of part-timers under 35. Reluctant part-timers taught, on average, greater numbers of students and generated more student credit hours than willing part-time colleagues. Both groups were equally likely to hold jobs outside of their colleges, but the jobs held by "reluctants" were more likely to entail part-time teaching, as opposed to full-time work in a nonacademic setting.

Reluctant part-timers were, in short, on the outside looking in, gaining teaching experience while awaiting full-time academic positions. Reluctant faculty members overwhelmingly indicated they would choose an academic career if they could "do it all over again," but they also expressed lower levels of satisfaction with perceived opportunities for advancement, job security, benefits, and with their jobs overall (Table 9).

CONCLUSION

The part-time teachers on which community college students increasingly rely include colleagues who prefer part-time teaching and

TABLE 9

EMPLOYMENT, WORKLOAD, AND SELECTED CHARACTERISTICS OF PART-TIME FACULTY AT COMMUNITY COLLEGES, FALL 1992, BY RESPONSE TO THE QUESTION: "DID YOU ACCEPT PART-TIME WORK BECAUSE FULL-TIME EMPLOYMENT WAS UNAVAILABLE?"

	Took Part-Time Job Because Full-Time Work was Unavailable?	
	Yes	No
Instructional Workload		
Average student credit hours generated, Fall 1992	149.33	127.01
Average number of students taught in credit classes, Fall 1992	46.61	37.81
Other jobs outside of employing colleges		
Percent who held other jobs outside of their colleges	78.3%	80.5%
Of those who held outside jobs, percent with full-time outside employment	51.8%	80.0%
Of those who held outside jobs, percent whose outside jobs involved teaching	43.5%	33.1%
Demographic Characteristics		
Gender		
Percent Male	51.5%	62.7%
Percent Female	48.5%	37.4%
Ethnicity		
Percent White	89.3%	87.1%
Percent Minority	10.7%	12.9%
Age		
Percent under 35	18.8%	13.6%
Percent 35-44	33.3%	34.0%
Percent 45-54	32.7%	28.1%
Percent 55-64	12.4%	15.2%
Percent 65 or older	2.9%	9.2%
Job Satisfaction		
Percent who are "satisfied" or "very satisfied" with job overall	76.6%	90.7%
Percent who are "satisfied" or "very satisfied" with job benefits	26.8%	50.0%
Percent who are "satisfied" or "very satisfied" with job security	38.2%	69.1%
Percent who are "satisfied" or "very satisfied" with advancement opportunity	24.4%	54.5%
Percent who feel that advancement opportunities for junior faculty have worsened in recent years	39.3%	21.1%
Percent indicating that they would choose an academic career if they "had to do it all over."	88.5%	87.1%

SOURCE: NSOPF-93; includes respondents from public two-year colleges who indicated that teaching was their primary responsibility at their colleges and who had at least some responsibility for credit instruction.

often bring rich experience from full-time jobs in business and industry. Others, especially colleagues teaching academic disciplines, are often contingent workers who cannot find full-time employment.

A smaller proportion of part-time teachers hold regular office hours or interact with students outside the classroom. The growing use of part-timers may therefore shift responsibility for student advisement to the small core of full-timers. We may only surmise how this shift (to the extent it occurs) affects the quality of the student's experience.

Can a college sustain a commitment to students with an ever-shrinking full-time faculty? NSOPF-93 provides information on demographic trends and disciplinary employment patterns but says little about the impact of part-timers on the quality of the student's experience. This impact bears investigation, since almost half of America's college students begin their postsecondary studies at public two-year colleges.

NOTES

[1] Lombardi, 1975/1992, 55. Throughout, "community colleges" refer to publicly supported two-year colleges.

[2] Full-time faculty members still teach the majority of credit hours generated at community colleges. A 1993 survey of institutions belonging to the American Association of Community Colleges revealed that, on average, the full-time faculty generated 66.4 percent of credit hours (Roueche, Roueche, and Milliron, 1995, 30).

[3] Data for 1963, 1971, and 1974 are from Lombardi (1975/1992), 55. Data for Fall 1995 are from Roey and Rak, 1998, B-10, B-17. Data for four-year colleges and universities do not include figures on the employment of graduate teaching assistants who, at many institutions, make up a considerable proportion of contingent teachers. Precise trend data on the employment of part-time faculty members are difficult to obtain. Definitions used by those who collect data vary over time and between states. Furthermore, data on faculty employment at public two-year colleges have not always been disaggregated from data on faculty employment at private junior colleges. But for decades analysts have noted a clear upward trend in the use of part-time teachers.

[4] See Selfa and others, 1997, for details on survey method and sampling. The survey, though conducted in 1993, targeted faculty members who taught in Fall 1992, and all survey questions related to faculty work during Fall 1992. Of the 25,780 college and university faculty members responding to the survey, 7,146 were faculty members at public two-year institutions. Of these two-year college faculty members, 62.4 percent were part-time teachers. All NSOPF-93 data reported in this essay reflect weighted results calculated by the author using the Department of Education's Data Analysis System (DAS). DAS is available at ***www.pedar-das.org***.

[5] These states are Arizona, California, Florida, Illinois, Michigan, New York, North Carolina, Ohio, Texas, and Washington. Enrollment data are from Snyder, Hoffman, and Geddes, 1998, 204.

[6] The exceptions: agriculture/home economics, nursing, and political science.

[7] Data on age are not available after 1992.

[8] The Fall 1992 data are based on faculty responses to the NSOPF-93 survey. The Fall 1995 data are from the United States Department of Education's Integrated Postsecondary Education Data System, which relies on figures supplied by individual colleges. See Roey and Rak, 1998, for details on the 1995 data.

[9] The exception: foreign languages.

[10] The exception: teacher education.

[11] About 3.5 percent of the respondents held full-time, nonteaching jobs at another K-12 school, or in postsecondary education.

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Technology Issues In Bargaining: The New Unionism

by Christine Maitland and Gary Rhoades

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The election of Robert Chase to the NEA presidency in 1996 signaled a new direction for the union. Defining this direction as "new unionism," Chase said NEA would go beyond advocacy to focus on quality education for all students.[1] He applied the idea to higher education:

> The issue that is going to make a difference is quality. The folks that are using our services want good results. If they don't think they are going to get good results at our institutions—be it in K-12 or higher education—they are going to go elsewhere and opportunities for them to go elsewhere are going to be made available, so it is really up to us.[2]

Several scholars applauded this shift. Charles Kerchner, author of *United Mind Workers*, challenged education unions to take control of the definition of quality and of the evaluation of learning. Thomas Kochan, an MIT labor scholar, also called for unions to go beyond a contractual focus on wages and worker protections to an emphasis on quality.[3]

This broader conception of union aims frames our analysis of instructional technology provisions in union contracts. Do these contracts reflect the quality concerns of the new unionism at a time when instructional technologies in delivering education are growing rapidly? We examined 339 collective bargaining agreements covering faculty, found in the 1997-98 NEA Higher Education Contract Analysis System (HECAS). The analysis notes the contractual treatment of distance education—learning where faculty members and students are in different locations. Distance education may provide greater educational opportunities, but managers can also use it to cut costs to the detriment of students, faculty, and educational quality.

Distance education is growing rapidly. In the fall of 1995, reports the National Center for Education Statistics (NCES), one-third of surveyed colleges and universities offered distance education courses; another 25 percent planned to offer these courses within three years.[4] Public colleges and universities—often unionized—were more likely to offer distance education: 58 percent and 62 percent of public two-year and four-year campuses vs. 2 percent and 12 percent of independent two-year and four-year campuses, respectively.[5]

BEST COPY AVAILABLE

State legislators are devoting increased attention to distance education. In a 1996 NEA study of state legislators, about 95 percent of education committee chairs expected to expand the use of electronic technology.[6] Their reasons: to address enrollment needs and to increase access. Institutional officials also cited access as the primary reason for expanding distance education.

Faculty members are active participants in the technology revolution. Virtually all respondents to a 1998 NEA survey of its members and leaders had access to a personal computer, E-mail, and the Internet on campus.[7] E-mail, the NEA survey found, is the most frequently used technology—two-thirds of responding faculty used E-mail to communicate with their students.

Almost one-third of the surveyed faculty members was involved in distance education. About 25 percent reported using distance learning in their teaching; almost 30 percent reported using a Web site designed for their course. The faculty most likely to use distance education included tenured faculty (28 percent), full professors (33 percent), faculty at universities with graduate programs (27 percent), and faculty at institutions with more than 10,000 students (31 percent).

Rapid expansion of distance education offers NEA and local associations an opportunity to establish guidelines that protect the interests of faculty and enhance the quality of education. Contract negotiators must deal with distance education, or others will decide the relevant issues to the disadvantage of faculty members and of education.

THE CONTRACTS

What do HECAS collective bargaining agreements tell us about instructional technology? To what extent do provisions regarding instructional technology reflect the concerns of the new unionism? We first determined the number of contracts in the 1997-98 HECAS database that include relevant provisions, noting especially the proportion that reflect the new unionism. We then compared contracts in the 1994 and 1997-98 versions of HECAS along these dimensions.[8]

1997-98 Contractual Provisions

Contracts are beginning to reflect the increased use of instructional technology. About 45 percent of the 339 contracts in the 1997-98 HECAS database included provisions on technology. Only 37 percent of the 212 contracts in the 1994 HECAS database included these provisions.[9]

Most contracts reflected a wage and protections approach. The most common type of clause addressed compensation. Most contracts in four-year institutions left the specifics of compensation to individual negotiation, though some contracts specified overload compensation. In two-year contracts, compensation ranged from a flat rate per course, to overload, to credit as part of a normal load, to, much less frequently, a percentage of student tuition.

> E. Compensation for Alternative Methods of Instruction.
>
> 1. Video Course: College produced lecture video courses will be paid at the rate of 60 percent of the Oregon tuition rate charged per student per term. College produced lecture/lab courses will be paid at the rate of 70 percent of the Oregon tuition rate charged per student per term. …
>
> 2. Live Broadcasts: For new text preparation, live broadcast instructors will receive workload credit at a rate of 1.5 times the normal credit for the class. For retaping of old text live broadcasts, an instructor will receive workload credit at a rate of 1.3 times the normal credit for the class. (Treasure Valley Community College)

Contracts often addressed assignment and load. Most contracts with technology provisions specified that teaching distance learning courses, though voluntary, may be treated as part of a normal assignment for compensation purposes. Some contracts gave bargaining unit members priority in telecourse or other types of distance education assignments.

> This article establishes policies, procedures, and compensation guidelines for the preparation, presentation, transmission or retransmission of electronically purveyed instruction. A unit faculty member shall not be required to teach an electronically purveyed course, but unit

> faculty members shall be given preference in the presentation and/or implementation of such courses. (Western Michigan University).

Many provisions addressed layoffs and the number of bargaining unit positions.

> For the life of this contract, there will be no reduction in the number of employees and/or sections available to faculty on campus as a direct result of the college's participation in a distance learning program. (Fashion Institute of Technology, New York)

Emphasis on traditional concerns remains warranted, given managerial and legislative priorities and attitudes towards full-time faculty.

A smaller but significant number of contractual provisions spoke to quality, most often by specifying class size, but sometimes by addressing training. Some contracts required faculty training prior to offering a distance learning course; others provided workload credit or direct compensation for training or course preparation.

> Additional workload credit or overload pay may also be granted for: a. the preparation of distance learning course material; and b. the periodic updating of the distance learning course material at regular intervals not to exceed three years; and c. training in the special skills and methods necessary for successful instruction in the distance learning environment. (Clackamas Community College, Oregon)

Some contracts called for negotiations if the use of technology increased faculty workload. Other contracts linked implementation of distance learning to future negotiations.

> The Federation shall be advised of changes in the telecourse delivery system adopted by the District which result in work load increases. Such increases will be subject to negotiations between the Federation and the District. (Coast Community College District, California)

> The Guild shall be advised of changes in the telecourse delivery system adopted by the District which shall result in work load increases. Such increases shall not be implemented until negotiated between the Guild and the District. (Glendale Community College, California)

Clauses in 11 contracts—all at two-year colleges—called for the future study and/or negotiation when the college contemplated the use of instructional technology. Most clauses called for further study.

> [W]ith respect to television courses given by bargaining unit members, a subcommittee composed of three individuals designated by the College and three individuals designated by the Federation shall be formed forthwith ... The committee shall meet and discuss the program and advise the respective bargaining teams of the College and Union regarding the committee members' thinking on such matters as credit for load (and whether work pertaining to the program should be done in load or on overload), class size considerations, course design, course materials and the like. ... The College and the Federation shall be bound by the final, complete recommendation of a majority of the committee. Until such recommendation or arbitration award is issued, the program shall be considered experimental. (Community College of Philadelphia)

The 1997-98 HECAS contracts remained closer to the old than the new unionism. But the percentage of contracts with any clauses that addressed instructional technology—wage and protection issues or training and quality concerns—did not match the aggressive pace at which public sector colleges and universities are using technology. Bargaining units must negotiate these issues, lest they find themselves without contractual protections.

CHANGE OVER TIME

How do the technology provisions found in the 1994 and the 1997-98 HECAS databases compare? Are there differences between the contracts of the 127 colleges new to HECAS in 1997-98 and the contracts from previously included colleges? Among the colleges represented in 1994 and in 1997-98, are the more recent contracts more likely to reflect the new unionism?

The contracts of older and newly included institutions showed much the same focus. Instructional technology provisions in 1994 commonly addressed "old unionism" issues: pay, intellectual property, and layoff or displacement.[10] Training and quality issues went virtually unmentioned. So, too, for contracts of institutions new to the 1997-98 database. Many provisions provided key protections to current faculty by addressing pay, intellectual property, course assignment, and surveillance, though only a few spoke to displacement.

Provisions common to the 127 new contracts addressed the method of calculating load credit, identified maximum class sizes for courses using new technology, and limited the number of sites to which colleges could broadcast their courses. These provisions combined the "old" and "new" unionism: A concern for class size represented an interest in maintaining quality and in limiting the ability of management to increase workload and to reduce positions.

Some provisions in the contracts of institutions new to the 1997-98 HECAS database spoke mainly to quality issues, especially training and skills—a subject almost nonexistent in the 1994 database.

> Distance Education. 1. The College and the Association acknowledge the importance of providing adequate technical support and training for distance education courses, thus maintaining the highest possible quality of instruction. (Westmoreland County Community College, Pennsylvania)

Utilizing instructional technology requires specific skills—a condition recognized by several provisions regarding the qualifications of faculty participating in distance education. Some contracts identified training and/or experience in using technology as a criterion for assignment. Other contracts counted the use of technology towards professional development credit. Still others addressed the quality of distance education—course approval processes or evaluation methods, for example.

> In approving distance education courses, the following criteria shall be applicable: (a) course approval through the traditional academic process; (b) a qualified instructor; (c) use of suitable technology as a substitute for the traditional classroom; (d) suitable opportunity for interaction between instructor and student; (e) suitable evaluation of student achievement by the instructor; and (f) integrity of the evaluation methods used. (University of Nebraska)

Several contracts addressed extra responsibilities associated with the use of instructional technology.

> 1. To help bridge the distance between instructor and learner, all Distance Education course instructors are required to have an interaction plan with students on file with the division dean. Possibilities for interaction activities include: a. one-hour orientation with students (required). b. telephone contact. c. on campus sessions as needed to assure course competencies. d. test review sessions (pre/post) or other means of communicating information to students (i.e., test reviews and test results with comments, to help students learn from their mistakes, mailed or presented over ITV). (Fox Valley Technical College, Wisconsin)

The contracts of institutions new to the 1997-98 database, like the contracts in the 1994 database, emphasized wages and protection. But these contracts reflected a slight increase in attention to quality, especially if one views new and additional faculty duties resulting in increased workload as part of this attention.

The technology provisions in 17 contracts for institutions found in both databases changed significantly between 1994 and 1997-98. The changed provisions in six contracts dealt with load, five addressed pay, and three each dealt with training and the establishment of a study group or taskforce to examine technology issues. Two provisions, each, addressed ownership and use, evaluation of faculty, and evaluation of the distance education program, and one provision dealt with course assignment.

The most important changes offered workload protections to faculty members. A few contracts—noting that using instructional technology involved a greater workload—called for more compensation for participating bargaining unit members.

> Compensation, including recognition in

> an employee's assignment or provisions for extra State compensation, for appreciably greater workload associated with the assigned development and use of instructional technology/distance learning. (Florida State University System)

> Faculty teaching on interactive distance learning will be compensated at the rate of $250 per remote site for this increased workload. (Nebraska State Colleges)

> Distance learning may involve significant increases in tasks such as class exchanges, conferences with students, and evaluation of student work. Therefore, a faculty member who teaches a distance-learning class shall receive an additional one-half of compensation associated with the distance-learning class for each 75 percent of student enrollment above the non-distance learning class size associated with that course. (Clackamas Community College, Oregon)

Other clauses called for assessing the effects of using instructional technology. These provisions—more important than clauses protecting workload and compensation from the standpoint of governance and curricular influence—called for evaluating the strategic choice to invest in and use technology in the delivery of education.

> The purpose and objectives of the [Faculty Workload] Committee will be to: … 2. evaluate the implementation of Article 20 on faculty workload at CSU institutions, and make recommendations to mitigate negative consequences, if any, of this workload policy, … 4. evaluate and make recommendations on innovations in the delivery of education services that will increase student access to the CSU while maintaining high academic standards, 5. evaluate and make recommendations on forms of professional development for faculty designed to support the objectives stated in #4 … (California State University)

> The SCEA and the Board shall mutually agree during the first year of this contract to an evaluation process, that includes both students and faculty, of the interactive distance learning program. (Nebraska State Colleges)

This provision from the 1995-97 Nebraska State Colleges contract was eliminated in the 1997-99 contract. The key provision of the 1997-99 contract addressed the assignment, training, logistical support, compensation, and use of faculty members. The provision, though significant, did not afford the faculty influence over program evaluation. The contract of one institution, new in the 1997-98 database, included a clause that gave faculty members significant input concerning the quality of instructional technology and of the curricula.

> The charge of the Telecourse Committee is to promote the development of new telecourses, to monitor the academic quality of telecourses, and to make recommendations to the Dean of Liberal Arts and Sciences … Representation consists of five faculty members appointed by the Association President, the Director of Learning Resources, the Dean of Career Education, and the Dean of Liberal Arts and Sciences. (South Suburban College, Illinois)

Are faculty members involved in the decision to use instructional technology? Seventeen contracts called for faculty consultation, review, or negotiation before the colleges may use instructional technology to deliver courses. The strongest clauses afforded faculty control over the decision and placed this control in the academic unit with substantive expertise in the content area covered by the course.

> No credit-bearing courses taught by nontraditional methods (television, computer aided instruction, videotape lecture, or any other electronic or other media) will be offered without the approval of the department members involved in teaching in that subject area in consultation with the Department Chair. (Jackson Community College, Michigan)

Finally, do contracts assure that instructional technology will not change the configuration of the faculty workforce? Only a few contracts in the 1997-98 HECAS database protected the jobs of current faculty members and future positions.

> Under no circumstances will audio or videotapes or computer programs be used to reduce the number of teaching positions existing at the College in May, 1988, exclusive of any one-semester only contracts ..." (Middlesex County College, New Jersey)

At stake is the continued centrality of full-time faculty in delivering education.

CONCLUSION: "NEW" AND "OLD" UNIONISM

Managers make several important claims for utilizing instructional technology. Over 70 percent of responding managers in colleges and universities currently offering distance education, notes the recent NCES survey on distance education, identified three goals as somewhat or very important: expanded access, reduced costs, and improved quality.[11] State policymakers concur, seeing instructional technology as a cost efficient way of delivering education to a wider range of students, and associating the use of technology with enhanced educational quality.

Technology, managers and policymakers agree, increases managerial flexibility and control over the curriculum and the process and product of faculty work, since control often falls outside the purview of established processes of academic review. Managers potentially gain greater control through increased monitoring and through the ownership and reuse of taped courses and materials. And, as in the private sector, technology can threaten current and future bargaining unit positions.

The threats technology poses for the professional position of faculty—"old unionism" issues, such as protecting the rights and positions of bargaining unit members, and "new unionism" issues, such as assuring quality—are found in existing clauses of faculty contracts—or in their absence. The HECAS contracts addressed these issues to some extent, but far from enough. Nearly half the agreements spoke to wage and protection issues surrounding the use of instructional technology—a proportion less than the percentage of public institutions using these technologies. Bargainers should negotiate "old unionism" issues surrounding instructional technology, since most faculty members lack needed basic protections.

The 1998 NEA survey of members and leaders found equally strong interest in the "new unionism," including preferences for consensus bargaining and for greater involvement in institutional governance.[12] Faculty members should accord centrality to the "new unionism" in their bargaining demands, since few existing contractual provisions address quality. Issues of cost, access, and quality fit the new unionism strategy of making employees central to determining matters of strategic choice and public interest. Faculty should hold managers and policymakers accountable for evaluating instructional technology. These evaluations should include substantial student and faculty participation. Claims of cost reductions require a comparison of the costs of distance education and traditional methods. Claims of increased access necessitate comparing the characteristics of students enrolling in technology-based and traditional courses. Claims that quality is maintained or enhanced through the use of technology require a review of the quality of distance courses and programs. These reviews should be ongoing, not one-time assessments.

The future of full-time faculty positions in course delivery is at stake. Too few contracts address the current or future configuration of the faculty workforce, not even the number of positions. Contracts must also recognize the newly created categories of employees that provide technical assistance, logistical support, and delivery systems and equipment maintenance. But the new unionism also means moving beyond protection to address the changing nature of work and the workforce and to provide contractual language ensuring faculty control over the new technologies.

NOTES

[1] Chase, 1997.

[2] Chase, 1998.

[3] Chase, Kerchner, and Kochan made these statements at the NEA 1998 Higher Education Conference. The conference theme was "On the Cutting Edge of Quality: The Power of Collective Action in Higher Education."

[4] National Center for Education Statistics, 1997.

[5] Institutional size was also important. Among institutions offering distance education courses, 76 per-

cent had enrollments of 10,000 or more; 16 percent had enrollments of 3,000 or less.

[6] Ruppert, 1996.

[7] Abacus Associates, 1998. About 70 percent of faculty also had a computer at home.

[8] A section of the bargaining chapter in the *NEA 1995 Almanac* addressed technology. Rhoades, 1998 analyzed the technology provisions of the 1994 HECAS contracts.

[9] Rhoades, 1998.

[10] Ibid.

[11] National Center for Education Statistics, 1997.

[12] Abacus Associates, 1998.

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APPENDIX

NEA Higher Education Bargaining Units

The following list of NEA higher education collective bargaining units is based on a report form developed and published by the National Center for the Study of Collective Bargaining in Higher Education and the Professions. Information has been supplemented by NEA staff.

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Adirondack Comm. College, NY	81	85	2	1
Adirondack Comm. College/Clerical, NY	68	...	2	1
Adrian College, MI	65	75	4	1
Albion College/Dining, Hospitality, Custodial, MI	65	...	4	1
Albion College/Clerical, MI	67	...	4	1
Allen County Community College, KS	55	...	2	1
Alpena Comm. College, MI	54	65	2	1
Alpena Comm. College/ESP, MI	25	98		
Atlantic Comm. College, NJ	80	68	2	1
Atlantic Comm. College/Admin., NJ	25	...	2	1
Atlantic Comm. College/Support, NJ	145	...	2	1
Baker College of Flint, MI	45	78	2/4	1
Barstow College, CA	117	79	2	1
Bay de Noc Comm. College, MI	43	73	2	1
Beaver County, Comm. College of, PA	60	73	2	1
Beaver County, Comm. College of/Clerical, PA	55	...	2	1
Bellevue Comm. College, WA	482	72	2	1
Bellingham Tech. College, WA	45	...	2	1
Bergen Comm. College, NJ	276	68	2	1
Bergen Comm. College/Admin., NJ	8	...	2	1
Bergen Comm. College/AP, NJ	35	...	2	1
Big Bend Comm. College, WA	50	80	2	1
Black Hawk College Quad Campus, IL	10	92	2	1
Black Hawk Tech. College/Support, WI	55	...	2	1
Blue Mountain Comm. College, OR	77	75	2	1
Brevard Comm. College, FL	235	81	2	4
Brookdale Comm. College, NJ	206	71	2	1
Brookdale Comm. College/Admin., NJ	120	...	2	1
Brookdale Comm. College/Support, NJ	364	...	2	1
Broome Comm. College, NY	397	79	2	1
Broome Comm. College/Clerical, NY	78	...	2	1
Broome Comm. College/Maintenance, NY	43	...	2	1
Broward Comm. College, FL	330	83	2	4
Burlington County College, NJ	80	70	2	1
Burlington County College/Support, NJ	129	...	2	1
Butler County Comm. College, KS	112	71	2	1
Butler County Comm. College, PA	137	92	2	1
Butler County Comm. College/Clerical, PA	38	...	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Butte College, CA	175	78	2	1
California State University System, CA	18,400	82	4	22
Camden County College, NJ	113	80	2	1
Camden County College/Admin., NJ	115	...	2	1
Carl Sandburg College, IL	140	75	2	2
Cayuga County Comm. College, NY	72	78	2	1
Central Comm. College, NE	132	85	2	3
Central Michigan University, MI	597	77	4	1
Central Michigan University/Tech., MI	107	...	4	1
Chaffey Comm. College, CA	525	80	2	1
Chemeketa Comm. College, OR	225	74	2	1
Chemeketa Comm. College/Adjunct, OR	320	84	2	1
Chipola Junior College, FL	70	76	2	1
Chipola Junior College/Support, FL	65	95	2	1
Chippewa Valley Tech. College, WI	210	85	2	4
Citrus College, CA	359	76	2	1
Clackamas Comm. College, OR	152	75	2	3
Clackamas Comm. College/Adjunct, OR	368	86	2	3
Clackamas Comm. College/Staff, OR	134	83	2	1
Clark College, WA	490	74	2	1
Clatsop Comm. College, OR	40	75	2	1
Clatsop Comm. College/Support, OR	134	75	2	1
Cloud County Comm. College, KS	48	70	2	1
Coast Comm. College Dist./Adjunct, CA	1,232	79	2	3
Colby Community College, KS	151	88	2	1
College of the Sequoias, CA	142	76	2	1
College of the Siskiyous, CA	38	...	2	
Columbia College/Part-Time Faculty, IL	800	97	4	1
Columbia Basin Comm. College, WA	27	72	2	2
Columbia-Greene Comm. College, NY	49	79	2	1
County College of Morris, NJ	192	75	2	1
County College of Morris/Support, NJ	180	...	2	1
Cowley County Comm. College, KS	42	69	2	1
Cumberland County College, NJ	48	68	2	1
Cumberland County College/Support, NJ	32	...	2	1
Cumberland County College/Tech., NJ	23	...	2	1
Danville Area Comm. College, IL	69	83	2	1
Danville Area Comm. College/Staff, IL	65	83	2	1
Delaware County Comm. College, PA	100	74	2	1
Des Moines Area Comm. College, IA	270	76	2	5
Des Moines Area Comm. College/Support, IA	179	...	2	5
Desert Comm. College, CA	122	88	2	1
Detroit College of Business, MI	34	73	4	1
Detroit/Mercy, University of, MI	230	75	4	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Detroit/Mercy, University of/Clerical, MI	64	...	4	1
District of Columbia, University of, DC	430	75	4	2
Dodge City Comm. College, KS	55	91	2	1
DuPage, College of, IL	330	89	2	1
Dutchess Comm. College, NY	200	87	2	1
Dutchess Comm. College/Adjunct, NY	270	87	2	1
Eastern Iowa Comm. College, IA	148	75	2	3
Eastern Washington Univ., WA	341	95	4	1
Edison State College, OH	43	85	2	1
Elgin Comm. College/Clerical, IL	100	...	2	1
Endicott College, MA	37	73	4	1
Erie Comm. College, NY	468	78	2	3
Essex County College, NJ	151	68	2	2
Essex County College/Admin., NJ	55	...	2	1
Essex County College/Security, NJ	32	93	2	1
Essex County College/Support, NJ	200	...	2	1
Ferris State University, MI	453	73	4	1
Ferris State University/Admin., MI	16	...	4	1
Ferris State University/Clerical, MI	197	...	4	1
Finger Lakes, Comm. College of the, NY	171	78	2	1
Flathead Valley Comm College, MT	44	79	2	2
Florida State Univ. System, FL	7,695	76	4	10
Florida State Univ. System/Grad. Assts., FL	4,446	82	4	2
Fort Scott Community College, KS	55	96	2	1
Fox Valley Tech. College, WI	329	68	2	2
Fox Valley Tech. College/Clerical, WI	272	...	2	2
Fulton-Montgomery Comm. College, NY	81	78	2	1
Fulton-Montgomery Comm. College/Clerical, NY	31	...	2	1
Garden City Comm. College, KS	70	71	2	1
Gateway Technical College, WI	276	82	2	4
Gateway Technical College/AP, WI	129	...	2	4
Gavilan Comm. College, CA	77	77	2	1
Genesee Comm. College, NY	147	78	2	1
Geneva College/Maint., PA	45	...	4	1
Glen Oaks Comm. College, MI	31	68	2	1
Glen Oaks Comm. College/Clerical, MI	21	...	2	1
Gogebic Comm. College, MI	47	65	2	1
Gogebic Comm. College/Clerical, MI	17	...	2	1
Grand Rapids Comm. College/Clerical, MI	87	97	2	1
Grand Valley State Univ./Clerical, MI	207	...	4	1
Green River Comm. College, WA	338	72	2	1
Hartnell College, CA	328	79	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Hawaii, University of, HI	3,421	74	2/4	10
Hawkeye Comm. College., IA	118	80	2	1
Hawkeye Comm. College/Custodial, IA	45	...	2	1
Highland Comm. College, KS	30	...	2	1
Highline Comm. College, WA	369	65	2	1
Hillsborough Comm. College, FL	256	83	2	4
Hocking Technical College, OH	165	86	2	1
Hocking Technical College/Clerical, OH	60	...	2	1
Hudson County Comm. College, NJ	45	89	2	1
Hudson County Comm. College/Support, NJ	70	89	2	1
Hutchinson Comm. College, KS	72	...	2	1
Illinois Eastern Comm. Colleges, IL	94	85	2	4
Imperial Valley College, CA	304	81	2	1
Independence Comm. College, KS	33	70	2	1
Iowa Central Comm. College, IA	92	75	2	1
Iowa Lakes Comm. College, IA	83	75	2	2
Iowa Western Comm. College, IA	108	75	2	2
Jackson Comm. College, MI	86	65	2	4
Jackson Comm. College/Clerical, MI	47	...	2	1
Jamestown Comm. College/Clerical, NY	90	...	2	2
Jefferson Comm. College, NY	100	75	2	1
Jefferson Tech. College, OH	43	85	2	1
Jefferson Tech. College/Clerical, OH	47	...	2	1
John A. Logan College, IL	85	72	2	1
John A. Logan College/ESP, IL	96	...	2	1
Johnson County Comm. College, KS	293	80	2	1
Kansas City Kansas Comm. College, KS	136	71	2	1
Kaskaskia College/Staff, IL	60	...	2	1
Keene State College, NH	161	77	4	1
Kellogg Comm. College, MI	83	68	2	1
Kellogg Comm. College/Clerical/AP, MI	39	...	2	1
Kellogg Comm. College/Maint., MI	24	...	2	1
Kendall College of Art and Design, MI	14	74	4	1
Kern Comm. College, CA	896	77	2	3
Kirkwood Comm. College, IA	200	75	2	2
Labette Comm. College, KS	40	70	2	2
Laboure College, MA	22	75	2	1
Lackawanna Jr. College, PA	26	79	2	1
Lake Superior State University, MI	125	78	4	1
Lake Superior State University/ESP, MI	112	85	4	1
Lakeland Comm. College, OH	122	78	2	1
Lake Tahoe Community College, CA	21	—	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Lakeshore Tech. College, WI	220	68	2	1
Lane Comm. College, OR	282	74	2	1
Lane Comm. College/Support, OR	366	...	2	1
Lansing Comm. College, MI	294	68	2	1
Lansing Comm. College/Clerical, MI	100	...	2	1
Lehigh County Comm. College, PA	81	70	2	1
Lehigh County Comm. College/Support, PA	36	...	2	1
Lewis and Clark Comm. College, IL	79	79	2	1
Long Beach City College/Full-Time unit, CA	299	78	2	2
Long Beach City College/Part-Time unit, CA	600	90	2	1
Lower Columbia College, WA	82	81	2	1
Luzerne County Comm. College, PA	107	71	2	1
Luzerne County Comm. College/Clerical, PA	109	71	2	1
Maine Technical College System, ME	304	...	2	7
Maine Technical College System/Admin., ME	52	...	2	6
Maine, University of-System, ME	1,250	78	4	7
Maine, University of-System/ESP 1, ME	1,246	78	4	9
Maine, University of-System/ESP 2, ME	863	78	4	9
Massachusetts Comm. College System, MA	1,700	76	2	15
Massachusetts Comm. Colleg Sys/Cont'g Ed., MA	1,800	87	2	15
Massachusetts State Colleges, MA	1,535	77	4	9
Massachusetts State Colleges/Cont'g Ed., MA	1,050	87	4	9
Massachusetts State Colleges/Prof. Admin., MA	447	79	4	9
Massachusetts, University of, Lowell, MA	509	76	4	1
Massachusetts, University of, MA	1,800	76	4	4
Massachusetts, University of/ESP, MA	1,293	80	4	2
McHenry County College, IL	73	71	2	1
Medicine and Dentistry, Univ. of/Acad. Prof., NJ	97	84	4	3
Mendocino College/Adjunct, CA	9	94	2	1
Merced College, CA	490	76	2	1
Mercer County Comm. College, NJ	121	70	2	1
Metropolitan Comm. College, NE	159	74	2	4
Michigan State University/AP, MI	997	85	4	1
Mid-Michigan Comm. College, MI	38	68	2	2
Mid-Michigan Comm. College/Clerical, Custodial, MI	42	68	2	2
Mid-Plains Comm. College Area, NE	85	76	2	2
Mid-State Tech. College, WI	90	70	2	3
Mid-State Tech. Inst./Custodial, WI	12	...	2	3
Minnesota Comm. College System, MN	2,200	72	2	20
Minnesota Tech. Colleges, MN	2,400	95	2	34
Minnesota, Univ. of, Duluth, MN	325	...	4	1
Mitchell Tech. Inst./Support, SD	13	...	2	1
Monroe County Comm. College, MI	61	73	2	1
Monroe County Comm. College/Custodial, MI	17	93	2	1
Montcalm Comm. College, MI	27	68	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Montcalm Comm. College/Support, MI	31	68	2	1
Monterey Peninsula College, CA	307	76	2	1
Moraine Park Tech. College/Support, WI	159	...	2	1
Mott Comm. College, MI	386	66	2	3
Mott Comm. College/Prof., Tech., MI	74	...	2	1
Mount Hood Comm. College, OR	160	80	2	1
Mount Hood Comm. College/Adjunct, OR	400	82	2	1
Mount San Antonio College, CA	696	76	2	1
Mount San Jacinto College, CA	63	76	2	2
Muskegon Comm. College, MI	80	65	2	1
Muskegon Comm. College/Clerical, MI	29	...	2	1
Napa Valley College, CA	266	77	2	1
National College, SD	40	76	4	1
Nebraska-Kearney, University of, NE	318	76	4	1
Nebraska State Colleges, NE	239	76	4	3
Nebraska State Colleges/Prof., NE	70	94	4	3
Neosho County Comm. College, KS	44	...	2	1
New Mexico Highlands University, NM	112	98	4	
Niagara County Comm. College, NY	225	78	2	1
Niagara County Comm. College/Clerical, NY	120	...	2	1
Nicolet Area Tech. College, WI	81	...	2	1
Nicolet Area Tech. College/Clerical/Maint., WI	52	...	2	1
North Central Michigan College, MI	30	80	2	1
North Central Tech. College, WI	171	69	2	2
North Central Tech. College/Clerical, WI	85	...	2	
North Central Tech. College/Tech., WI	40	...	2	2
North Country Comm. College, NY	65	78	2	3
North Orange County Comm. College, CA	515	79	2	2
Northeast Iowa Comm. College/Area I, IA	143	75	2	2
Northeast Iowa Comm. College/Area IV, IA	32	75	2	1
Northeast Comm. Colleges, NE	90	90	2	1
Northeast Wisconsin Tech. College, WI	215	72	2	3
Northeast Wisconsin Tech. College/Clerical/Tech. WI	195	...	2	3
Northern Iowa, University of, IA	680	91	4	1
Northern Mich. University/Tech. & Appl. Sci., MI	23	80	2	1
Northwest Iowa Tech. College, IA	33	75	2	1
Northwest Tech. College, OH	46	75	2	1
Northwest State CC/ESP, OH	20	86	2	1
Northwest State CC, OH	41	...	2	1
Oakland Comm. College, MI	299	71	2	5
Oakton Comm. College, IL	151	86	2	1
Oakton Comm. College/Part-time, IL	118	85	2	1
Ocean County College, NJ	128	68	2	1
Ocean County College/Support, NJ	148	...	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Ocean County College/Admin.-Primary, NJ	33	93	2	1
Ocean County College/Admin.-Supervisory, NJ	19	93	2	1
Olympic College, WA	401	64	2	1
Orange County Comm. College, NY	203	78	2	2
Palm Beach Comm. College, FL	200	75	2	4
Palo Verde Comm. College, CA	57	80	2	1
Pasadena City College, CA	348	79	2	1
Passaic County Comm. College, NJ	62	72	2	1
Passaic County Comm. College/Admin., NJ	54	93	2	1
Passaic County Comm. College/Support, NJ	76	...	2	1
Peirce Junior College, PA	22	92	2	1
Pennsylvania College of Technology, PA	218	71	2/4	2
Pensacola Comm. College, FL	240	85	2	3
Pima Comm. College, AZ	287	78	2	5
Pittsburg State Univ., KS	218	74	4	1
Pratt Comm. College, KS	34	77	2	1
Rancho Santiago Comm. College/Cont'g Ed., CA	509	77	2	2
Raritan Valley Comm. College/Admin., NJ	45	...	2	1
Renton Technical College/ESP, WA			2	
Rhode Island, Comm. College of, RI	320	72	2	3
Rhode Island, Comm. College of/Prof. Staff, RI	130	80	2	2
Rhode Island, Comm. College of/Clerical, RI	189	...	2	2
Rhode Island School of Design, RI	114	78	4	1
Rhode Island School of Design/Adjunct, RI	80	80	4	1
Rhode Island, University of/Physicians, RI	4	79	4	1
Rhode Island, University of/Prof., RI	241	...	4	1
Rhode Island, University of/Clerical, RI	488	...	4	1
Rio Hondo Comm. College, CA	660	79	2	1
Riverside Comm. College, CA	785	78	2	3
Robert Morris College/Custodial, PA	65	...	4	1
Roger Williams College, RI	243	72	4	2
Roger Williams College/Clerical, RI	59	...	4	1
Roger Williams College/Custodial, RI	34	...	4	1
Rogue Comm. College, OR	65	75	2	1
Saddleback Comm. College, CA	984	76	2	2
Saginaw Valley State University, MI	180	72	4	1
Saginaw Valley State University/Clerical, Custodial, MI	151	78	4	1
St. Bernard Parish Comm. College, LA	30	...	2	1
St. Clair County Comm. College, MI	80	68	2	1
St. Clair County Comm. College/Clerical, MI	67	...	2	1
Saint Leo College, FL	56	79	4	1
St. Louis Comm. College, MO	435	77	2	3
Salem Comm. College, NJ	35	75	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Salem Comm. College/Support, NJ	14	...	2	1
San Bernardino Comm. College, CA	643	84	2	2
San Joaquin Delta College, CA	633	77	2	1
Santa Clarita Comm. College/Dist. 6, CA	260	77	2	1
Sauk Valley College, IL	60	69	2	1
Schenectady County Comm. College, NY	76	78	2	1
Schoolcraft College, MI	369	72	2	1
Schoolcraft College/Clerical, MI	56	...	2	1
Schoolcraft College/Maintenance, MI	41	...	2	1
Shasta College, CA	394	76	2	1
Shawnee Comm. College, IL	42	84	2	1
Shawnee State University, OH	118	75	4	1
Shawnee State University/ESP, OH	80	75	4	1
Sierra Comm. College Dist., CA	502	77	2	1
Skagit Valley College, WA	379	65	2	2
Solano Comm. College, CA	384	76	2	1
South County Community College, CA	895	78	2	2
South Dakota University System, SD	1,168	77	4	6
Southeast Comm. College/Prof., NE	70	94	4	3
Southeastern Comm. College, IA	89	87	2	2
Southeastern Comm. College/Prof., IA	70	94	4	3
Southeastern Comm. College/Prof., Adm., IA	55	91	2	3
Southeastern Illinois College, IL	67	85	2	1
Southeastern Voc. Tech. Inst./Clerical, SD	10	...	2	1
Southern Illinois Univ.-Carbondale, IL	740	96	4	1
Southern Illinois Univ.-Carbondale/Staff, IL	96	88	4	1
Southern Illinois Univ.-Carbondale/ESP, IL	658	78	4	1
Southern Illinois Univ.-Edwardsville/AP, IL	280	88	4	2
Southern Illinois Univ.-Edwardsville/Tech., IL	100	92	4	2
Southern State Comm. College, OH	40	85	2	3
Southwestern Comm. College, CA	214	77	2	2
Southwestern Comm. College, IA	44	75	2	2
Spokane, Comm. Colleges of, WA	453	70	2	2
Spoon River College, IL	35	73	2	1
Spoon River College/Tech., IL	30	92	2	1
Spoon River College/Correctional Center, IL	8	92	2	1
Sullivan County Comm. College, NY	120	78	2	1
Sullivan County Comm. College/Staff, NY	111	...	2	2
Suomi College/Support, MI	11	...	2	1
Taft College, CA	54	76	2	1
Thaddeus Stevens State School of Tech., PA	39	72	2	1
Tompkins-Cortland Comm. College, NY	91	82	2	1
Treasure Valley Comm. College, OR	55	80	2	1
Ulster County Comm. College/Staff, NY	57	84	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Union County College/Acad. Prof., NJ	67	...	2	4
Union County College/Clerical, NJ	90	...	2	4
Union County College/Maintenance, NJ	39	...	2	4
Union County College/Support, NJ	18	...	2	4
Victor Valley College, CA	89	76	2	1
Walla Walla Comm. College, WA	255	68	2	3
Warren County Comm. College, NJ	12	92	2	1
Warren County Comm. College/ESP, NJ	...	97	2	1
Washtenaw Comm. College, MI	195	66	2	1
Washtenaw Comm. College/OPT, MI	91	98	2	1
Waukesha County Tech. College, WI	210	67	2	3
Waukesha County Tech. College/Support, WI	175	...	2	3
Wenatchee Valley College, WA	65	65	2	2
West Hills Comm. College, CA	50	77	2	1
Westmoreland County Comm. College, PA	105	72	2	1
Westmoreland County Comm. College/Support, PA	12	...	2	1
West Shore Comm. College, MI	28	84	2	1
Western Iowa, Tech. Comm. College, IA	88	76	2	1
Western Nebraska Comm. College, NE	70	76	2	2
William R. Harper Comm. College/Custodial, IL	85	...	2	1
William R. Harper Comm. College/Part-time, IL	400	94	2	1
Williamsport Area Comm. College, PA	158	72	2	2
Youngstown State University, OH	424	72	4	1
Youngstown State University/AS, OH	440	85	4	1
Youngstown State University/AP, OH	100	86	4	1

NOTES:

1. Unit size is full-time, or full-time and part-time, as reported by unit. Units are faculty unless otherwise stated. AP = Academic Professional unit. AS = Administrative staff unit.

2. This table employs the definition of a branch campus used by the National Center for Education Statistics. A branch campus, notes the NCES definition, possesses these characteristics: a permanent administration, programs offered that are at least two years in length, location not within commuting distance of the parent campus.

3. While we believe the list to be accurate, unit size and affiliation change. If there are errors in the list, please write to the Higher Education Office, NEA, with updated information, and the listing will be corrected.

Fiscal Prospects for Higher Education: 1999

by William Zumeta

William Zumeta *is an associate professor in the Graduate School of Public Affairs and adjunct associate professor in the College of Education at the University of Washington. He has also taught at UCLA, the University of British Columbia, and the Claremont Graduate School.*

Zumeta, author of Extending the Educational Ladder *(Lexington Books, 1985) and co-editor of* Washington Policy Choices: State Strategy for the Nineties *(University of Washington, 1990), is widely published in the higher education literature. He currently researches state higher education policy and finance.*

During the economic downturn of the early 1990s, states sought to balance their budgets with deep appropriations cuts in higher education and other state-supported agencies. But higher education bore the brunt of the cuts for two reasons. First, the costs of "caseload-driven" functions associated with the low-income population balloon in recessions, and legal mandates force states to respond.[1] Higher education, averaging 12 percent of state general fund spending,[2] is regarded as discretionary, and its appropriations can be reallocated to mandated functions. Second, policymakers consider higher education uniquely able to tap alternative funding sources—tuition, federal and other grants, and private gifts.[3] States provided no "catch-up" appropriations to higher education at the outset of the economic recovery. Only in FY 1997 and '98 did a majority of states substantially increase appropriations.

What impact would a future downward economic turn have on higher education? State largesse to higher education would not long survive, and academe would face the familiar fiscal squeeze. But there are additional factors now at play that would make appropriation cuts even more ominous: The ability of most public colleges and universities to impose steep tuition increases is largely exhausted. And students in ever-greater numbers and of more ethnic groups are seeking access to higher education.

Prospects for appropriations in FY1999 look favorable, even with the continued fiscal conservatism in most state capitals. But the U.S. economy, despite robust performance in 1998, shows the first serious signs of trouble. Heading the list of the signs are the potential effects of economic problems in Asian countries, Latin America, and Russia. State leaders are already exploring methods of teaching many more students without large capital investments. And there are increasing calls for greater efficiency and accountability in using state and tuition dollars. Clearly, "the times, they are a changin'."

"Fiscal Prospects for Higher Education: 1999" updates the reader on recent positive fiscal developments affecting higher education and discusses longer-term problems and imbalances on the supply side. The chapter reviews the national economy, discusses regional patterns and variations, and examines trends in state revenues and appropriations. It examines tuition trends in the context of public financial and political support and the relationship of student aid to tuition and enrollments. And the chapter assesses the outlook for higher education in an era of heavy enrollment demands and constrained resources.

THE ECONOMY

The U.S. economy was outperforming economies in all other developed countries as of summer 1998.[4] After growing by a healthy 3.8 percent in 1997—measured by real, or inflation-adjusted growth in the Gross Domestic Product (GDP)—the economy expanded at a supercharged 5.4 percent annual rate in the first quarter of 1998.[5] The second quarter growth figures were lower, but analysts considered some slowdown necessary to avoid an unsustainable, inflationary boom.[6] Inflation remained at a very low 1.5 percent, despite the lengthy economic expansion.[7] Most economists had long posited an inverse link between unemployment and inflation, but the 4.3 percent unemployment rate was a low not seen in nearly 30 years.[8] Employment growth averaged 270,000 net new jobs a month; some economic analysts identified labor supply constraints as the major check on even-faster economic growth.[9] Real hourly earnings of workers were up a healthy 2.5 percent between May 1997 and May 1998—the largest 12-month gain since 1976.[10]

Did sustained strong growth, low unemployment, and low inflation signal a structural change in the economy? Most economists believe the unusual combination resulted from temporary factors. The strong dollar and a 40 percent decline in petroleum prices between May 1997 and May 1998, for example, held inflation in check.[11]

These economists also saw some clouds on the economic horizon. The Federal Reserve Bank expressed concern about "wage-push" inflation as the economy pushed the limits of the labor supply. The Fed, observers worried, might increase interest rates and contract the money supply, thereby slowing economic growth along with inflation.[12] The respected Standard & Poor's DRI forecasting group rated the probability of a recession produced in this way by 2000 at 25 percent.[13]

Some observers also expressed concern over the apparent overvaluation of stocks in an unprecedented bull market. Equities on U.S. markets doubled in value between 1995 and mid-1998, defying warnings that the run up could not continue. Price/earnings multiples and ratios of stock earnings to bond yields were at all-time highs. These increases, some analysts worried, might lead to an unsustainable "asset bubble"—an overvaluation of assets such as occurred in Japan in the late 1980s, just before the Nikkei stock index lost more than half its value.[14] A sharp, sustained decline in U.S. stocks could undermine investor and consumer confidence, thereby seriously damaging economic growth. By late summer, such worries no longer seemed hypothetical.

Finally, observers asked if the recessions in Asia—deeper than most analysts originally thought—would affect the United States. When Japan's huge economy slipped into recession, its politicians seemed to lack the will to quickly end it. The problems in its banking system and political structure made financial turmoil a real possibility. The depreciation of Asian currencies relative to the dollar—and a possible second round of devaluations, perhaps involving China—meant cheapened Asian exports. This low-priced competition threatened the ability of Latin American economies to compete, as well as the competitiveness of U.S. exports and even of products manufactured for domestic consumption. The Asian economic crisis also threatened U.S. investor confidence, perhaps leading to a sharp falloff in the stock market with its attendant effects. Russia's economic and political problems created further uncertainty. The Federal Reserve might or might not ward off a recession, under these circumstances. Standard & Poor's DRI rated the probability of a recession in 1999 precipitated by the Asian economic crisis at 20 percent.[15]

In mid-1998, the consensus foresaw continued economic expansion, though at a more moderate pace.[16] But macroeconomists, by the nature of the phenomena they study and the available analytical tools, fear the worst, and can develop plausible negative scenarios even in the best of times. Many economists express more than usual uncertainty, since Asian political decision-making and U.S. stock market psychology are painfully difficult to forecast.

REGIONAL PATTERNS AND VARIATIONS [17]

The strong employment growth reported in all nine of DRI's U.S. regions in the first quarter of 1998 ranged from a 2.5 percent annual rate in the Middle Atlantic states to 4.5 percent in the West South Central and Pacific Northwest regions. Gains for the two-year period ending with this quarter ranged from 1.8 percent annually in the Middle Atlantic states to 3.5 percent in the West South Central and Pacific Southwest regions. DRI expected markedly slower economic and employment growth in all regions beginning in 1999.

The familiar pattern of regional variations featured the continued economic leadership of western and southeastern states (Figure 1). These states housed vibrant high-technology and business services industries and reported population in-migration that stimulates services, construction, retailing and other industries. But the decline in the Asian trade and consolidations in the aircraft and financial services industries will hurt these states. The annual job growth rates for the western states will fall from the 3.5 percent range for 1996 and 1997 to the 1.5-2.0 percent range for 1998 and 1999.

The South Atlantic region, with a job growth rate forecast of 1.7 percent for 1998 and 1999, will closely follow the West. The East and Midwest groups were expected to show yearly job gains of just 0.7 to 1.0 percent. High business costs and an inability to attract or hold onto population hampered the eastern states. Many midwestern states ran out of workers: Several states had unemployment rates in the very low 2.0-2.5 percent range and very high labor force participation rates, but little in-migration. Also, states in the East North Central region lost auto manufacturing jobs to contractors that assemble specific components, primarily in the East South Central states. Five of the 10 slowest-growers—the District of Columbia, New York, Ohio, Pennsylvania, and West Virginia—were in or adjacent to the Middle Atlantic region. The remaining five were Alabama, Hawaii, Mississippi, Montana, and North Dakota.

FISCAL CONDITIONS IN THE STATES

The best indicator of the health of state treasuries was the aggregate of states' fiscal year-end balances as a percentage of general fund expenditures.[18] These balances dipped far below the 5 percent of expenditures considered healthy by Wall Street analysts during the recession of the early 1990s. But the balances climbed strongly to an estimated 9 percent, or $28.6 billion, by the end of FY 1998—a level not seen since 1980 (Figure 2). Conservative budgeting resulted in growing "savings accounts." A projected decline of aggregate balances to 7.2 percent at the end of FY 1999 may be a low estimate. Thus states had few immediate fiscal worries.

Of 46 reporting states, 32 and 17 expected FY 1998 year-end balances above 5 and 10 percent, respectively. Ten states, mainly in the northeast, estimated only modest FY 1998 year-end balances of 2.0 to 4.9 percent (Figure 3). Preliminary reports showed four states—Alabama, Arkansas, Louisiana, and Montana—with FY 1998 year-end balances of less than 2 percent; three of these states approached zero.

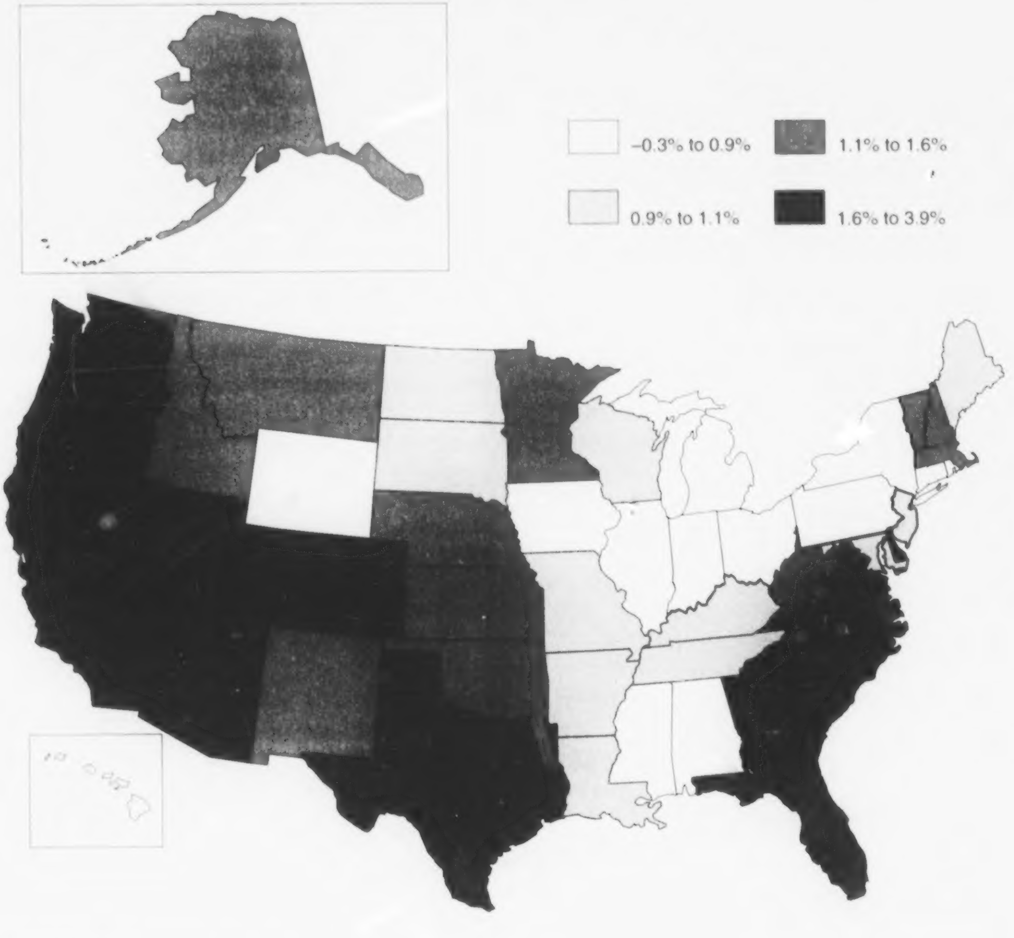
The National Conference of State Legislatures reported these major uses of "excess" FY 1998 revenues:

- 23 states made deposits to their "rainy day" or reserve funds.
- 19 states cut taxes (some temporarily).
- 16 states funded capital projects including some in education.
- 16 states gave one-time funding to specific programs, including some in education.
- four states paid down their debt obligations.
- others funded special projects in areas like affordable housing, mental health, and care for the aging.[19]

Continuing a trend, state revenue collections exceeded the estimates used to build FY 1998 budgets by an aggregate 1.8 percent.[20] But states forecasted only a modest 4.0 percent aggregate revenue growth in FY 1999, in part because multiple tax reductions cut into the revenue base.[21] Figure 4 compares the recent state tax cuts to the experience of the early 1990s when tight budgets led to tax increases.[22]As in past years, most 1998 cuts were in personal income taxes. Corporate income and sales and use tax cuts were next, trailing far behind.

FIGURE 1

EMPLOYMENT GROWTH PROJECTIONS
ANNUAL PERCENT CHANGE, 1997-2003



SOURCE: Johnson et al., 1998, 51.

The majority of states budgeted for FY 1999 general fund appropriations growth to exceed revenue gains (in aggregate, 5.3 percent and 4.0 percent, respectively).[23] The healthy "savings" cushion in most states, plus conservatism in revenue projections, made the resulting projected decline in year-end balances of little concern. The expected aggregate spending increase was in the range of annual budget growth rates during the 1990s, but less than the 6.1 percent estimated FY 1998 gain.

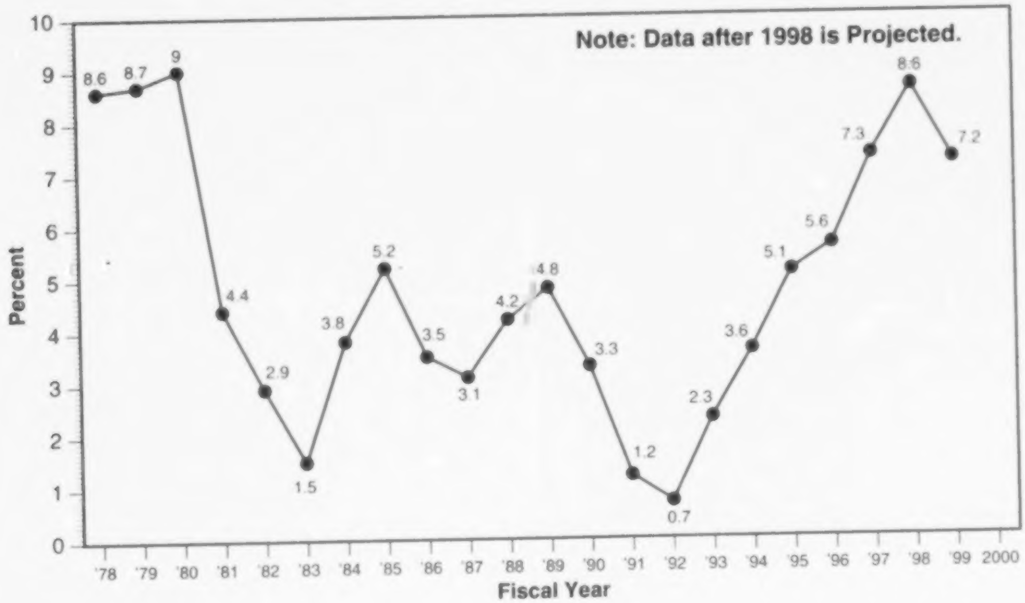
Table 1 shows estimated percentage changes in expenditures by state for FY 1998 compared to FY 1997.[24] Louisiana, Massachusetts, and Nevada, the three states showing declines in 1998, were expected to recoup the lost ground in 1999.[25] Surprisingly, seven of eight states with FY 1998 spending gains of less than 3 percent were in the western regions.[26]

EXPENDITURES BY MAJOR FUNCTION

Higher education faced strong competition for state general fund dollars from legally

FIGURE 2

STATE YEAR-END BALANCES
AS A PERCENTAGE OF GENERAL FUND EXPENDITURES, FY 1978-1999



SOURCE: National Conferences of State Legislatures, 1998, 5.

mandated or politically popular caseload-driven functions. During the recent recession and sluggish recovery, state support for these functions, except welfare, greatly outpaced support for higher education, which experienced three years of absolute decreases.[27] Medicaid surpassed higher education as the second-largest expenditure item in state general fund budgets, in aggregate. But the strong economy, with its plentiful jobs and low inflation rates, now helped to hold down crime rates and the welfare and Medicaid rolls and to moderate health care cost inflation.[28] The federal government and the states moved to managed care to control Medicaid costs and moved welfare clients into jobs to reduce public assistance.[29] Pressure from these programs, which are sensitive to the economic cycle, slackened.

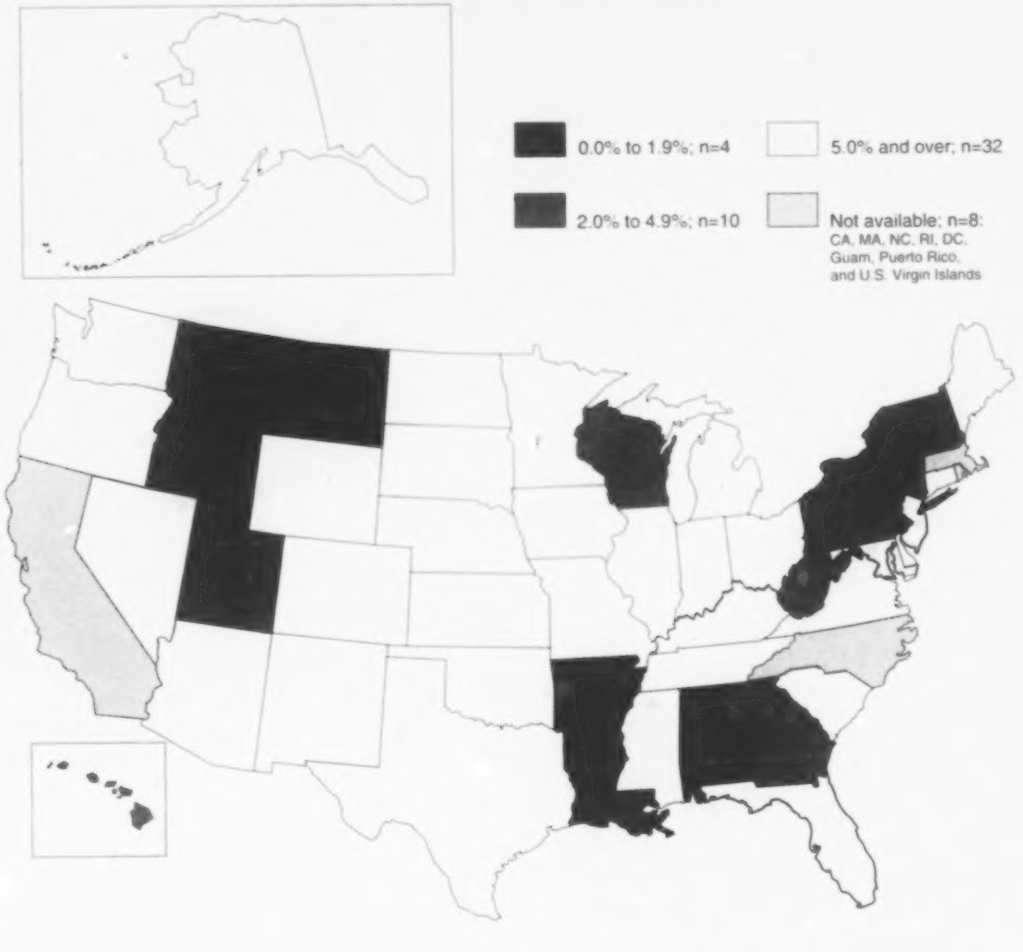
K-12 education accounted for 32 percent of the FY 1999 national total of state general fund budgets—still the largest component.[30] Enrollment pressures, investments in education reform, local property tax relief, and court-imposed support for poor school districts resulted in more rapid growth in K-12 education allocations than in total state spending during this decade. State FY 1998 percentage funding growth for K-12 education outstripped growth in all other areas; it will be first or second again in 1999.[31]

Prosperity and state fiscal well-being finally benefited higher education only after states reduced pressures from other large functions, secured healthy treasury balances, and cut taxes, sometimes several times. Some analysts asked if recent gains represented significant reinvestment.[32] But the increases—well above the inflation rate—arrested the long-term decline in the proportion of state general funds allocated to higher education, and permitted some response to access demand pressures.

Table 2 shows the planned growth in FY 1999 spending on the major state functions. Higher education's share will grow just a bit

FIGURE 3

STATE YEAR-END BALANCES AS A PERCENTAGE OF GENERAL FUND EXPENDITURES, FY 1998


■ 0.0% to 1.9%; n=4
☐ 5.0% and over; n=32
▨ 2.0% to 4.9%; n=10
░ Not available; n=8: CA, MA, NC, RI, DC, Guam, Puerto Rico, and U.S. Virgin Islands

SOURCE: National Conferences of State Legislatures, 1998, 5.

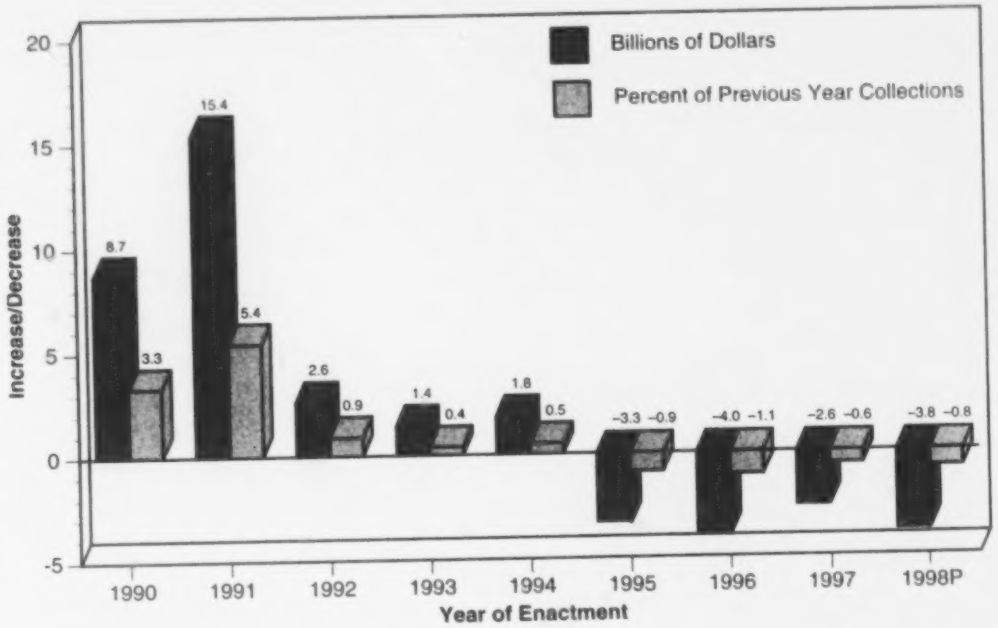
more than the share of K-12 education, and almost 1 percentage point more than total general fund spending. The economy will determine if this is the high-water mark for state funding of higher education in this cycle. If so, the peak is well below such points in earlier periods of prosperity. Welfare, Medicaid rolls, and rates of crime and punishment will go up when the down side of the economic cycle begins. Demographics will exacerbate the demands made by Medicaid and corrections. The Medicaid population is aging—so its health care expenses per enrollee are rising[33]—and the numbers of people in crime-prone age ranges will soon climb again.[34] Higher education, again, will likely compete unsuccessfully for diminished state revenues.

PATTERNS IN STATE SUPPORT

Higher education's share of state wealth—measured by personal income—fell for about

FIGURE 4

NET STATE TAX CHANGES, BY YEAR OF ENACTMENT



SOURCE: National Conference of State Legislatures, 1998, 8.

20 years (Figure 5). The decline, measured by academe's state-appropriated share of each $1,000 of personal income, was 31.8 percent over this period. Higher education's share of state general-fund spending declined from 13.7 percent to 12.3 percent between FY 1986 and FY 1996.[35] The modest improvements in FY 1998 state support arrested the decline;[36] FY 1999 will likely resemble 1998.[37]

The most complete analysis of the data on state appropriations to higher education, based on reports from state budget actions, ranks two-year changes in appropriations to reduce the effects of single-year fluctuations (Table 3).[38] The 11.5 percent increase between FY 1996 and FY 1998 was the fifth consecutive increase in the two-year gain. But the two-year gains reported in the late 1980s and in 1990 exceeded the 1998 gain. Table 3 divides the states into four quartiles in terms of growth in higher education support. Western and southern states—with their strong economies—

TABLE 1

PERCENTAGE CHANGE IN STATE EXPENDITURES

(FY98 Estimated Compared to FY97 Actual)

Region/State	Fiscal 1998 (Estimated)
New England	
Connecticut	2.3%
Maine	3.5
Massachusetts	-3.0
New Hampshire	9.4
Rhode Island	6.0
Vermont*	8.4
Middle Atlantic	
Delaware	10.0
Maryland	5.8
New Jersey	5.0
New York	7.0

TABLE 1 (CONTINUED)

PERCENTAGE CHANGE IN STATE EXPENDITURES

(FY98 Estimated Compared to FY97 Actual)

Region/State	Fiscal 1998 (Estimated)
Pennsylvania	4.4
Great Lakes	
Illinois	7.5
Indiana	6.6
Michigan	3.5
Ohio	7.4
Wisconsin	4.9
Plains	
Iowa*	5.8
Kansas	8.5
Minnesota	6.1
Missouri	0.9
Nebraska	5.8
North Dakota	4.2
South Dakota	10.4
Southeast	
Alabama	4.1
Arkansas	3.0
Florida	10.8
Georgia	8.0
Kentucky	7.4
Louisiana	-4.5
Mississippi	7.2
North Carolina	10.5
South Carolina	9.2
Tennessee	7.5
Virginia	7.8
West Virginia	7.4
Southwest	
Arizona	7.7
New Mexico	2.3
Oklahoma	8.2
Texas	9.8
Rocky Mountain	
Colorado	7.4
Idaho	4.2
Montana	2.4
Utah	0.5
Wyoming	1.4
Far West	
Alaska	NA
California	8.0
Hawaii	1.9
Nevada	-6.5
Oregon	6.9
Washington	2.9
Territories	
Puerto Rico	7.3
AVERAGE	6.1%

SOURCE: National Governors Association and National Association of State Budget Officers, 1998, 35.

** No report.*

TABLE 2

SUMMARY OF CHANGES IN GENERAL FUND APPROPRIATIONS FOR FY 1999

(Compared to FY98 Spending)

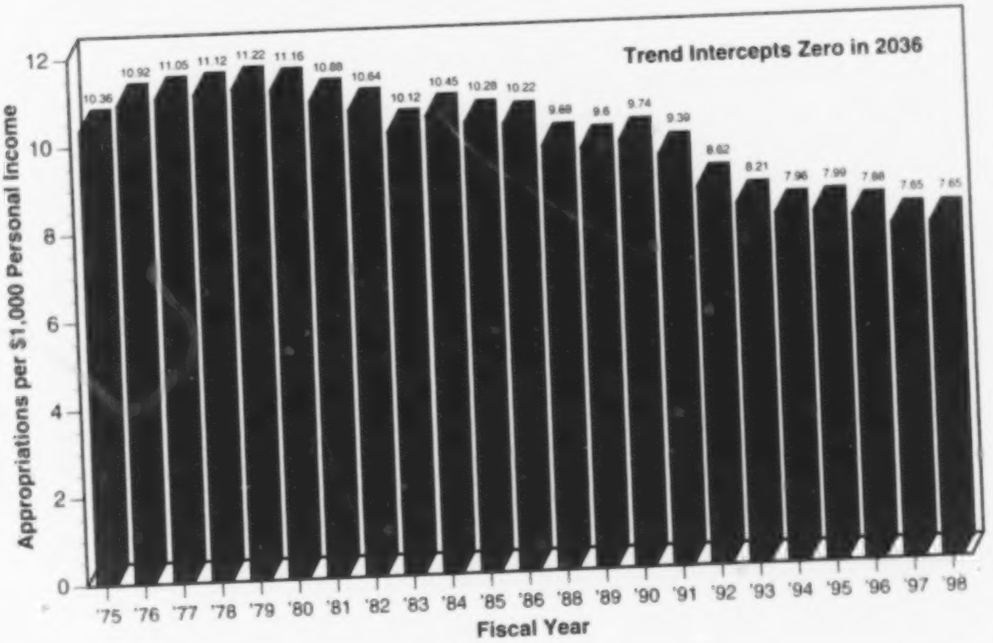
	General Fund	Total State Funds
K-12 Education	6.0%	5.6%
Higher Education	6.2	5.7
Corrections	4.9	4.9
Medicaid	4.5	3.8
All Appropriations	5.3	—

SOURCE: National Conference of State Legislatures, 1998, 6.

dominated the top two quartiles. These two quartiles showed funding growth at least twice the approximately 5 percent two-year inflation rate. Five states had two-year gains of more than 20 percent; four more had gains above 15 percent. The lower two quartiles included more northeastern and midwestern states. The third quartile showed modest funding growth.

FIGURE 5

APPROPRIATIONS OF STATE TAX FUNDS FOR OPERATING EXPENSES OF HIGHER EDUCATION PER $1,000 OF PERSONAL INCOME, FY 1975 TO FY 1998



SOURCE: Mortenson, 1997, 1

Only the lowest quartile received appropriations gains below the inflation rate. Hawaii and Alaska suffered 3 percent decreases in two-year higher education appropriations; Tennessee and New Jersey had no gain.

The report has tracked state appropriations to community colleges and to student aid over several years. These appropriations previously showed a substantially faster growth rate than all state appropriations to higher education, but the report noted only small differences for the period between FY 1996 and FY 1998. Total state funding for higher education grew 11.5 percent, appropriations to community colleges gained 12.6 percent. Community colleges received a larger increase than all of higher education in 21 of the 44 states where data reporting permitted direct comparisons; a smaller increase in 15 states, and a proportionate increase in the remaining eight states. The two-year appropriations gain averaged 13.2 percent in the 34 states where state budgets identified student aid. Just half of the 34 states provided greater percentage increases for student aid than for higher education overall, a reduction in the advantage for student aid.[39] These modest shifts may reflect efforts to equalize perceived imbalances in support within higher education.

Press reports on actions by state legislatures in 1998—mostly applying to FY 1999—indicated that community colleges continued to do well and that many states provided substantially larger-than-usual capital budgets for higher education.[40] Capital spending attracts disproportionate support in good times, but is often starved when budgets are tight. Current capital spending for higher education included long-deferred projects, basic infrastructure projects, deferred major maintenance and building renovations, new technology, and added capacity for anticipated enrollment growth.[41] But some observers called for even more maintenance and renovation funding.

TABLE 3

PERCENTAGES OF TWO-YEAR CHANGES IN APPRORIATIONS OF STATE TAX FUNDS

(FY98 over FY96)

State	2-Year (Percent)
Nevada	30
California	24
Florida	23
Louisiana	22
Oklahoma	21
Massachusetts	18
Virginia	18
Oregon	17
Missouri	16
North Carolina	14
Georgia	14
Illinois	13
Arizona	13
Utah	12
Colorado	12
Ohio	12
Arkansas	12
Indiana	12
North Dakota	12
Minnesota	11
Washington	11
Mississippi	10
Iowa	10
South Carolina	9
Texas	9
Connecticut	9
Rhode Island	9
Michigan	9
Delaware	8
Nebraska	8
West Virginia	8
Kansas	7
Maryland	7
New Hampshire	7
Idaho	7
Kentucky	6
Pennsylvania	5
Wyoming	4
New Mexico	4
Vermont	4
Maine	4
Montana	3
Wisconsin	3
South Dakota	3
Alabama	2
New York	1
Tennessee	0
New Jersey	0
Hawaii	-3
Alaska	-3

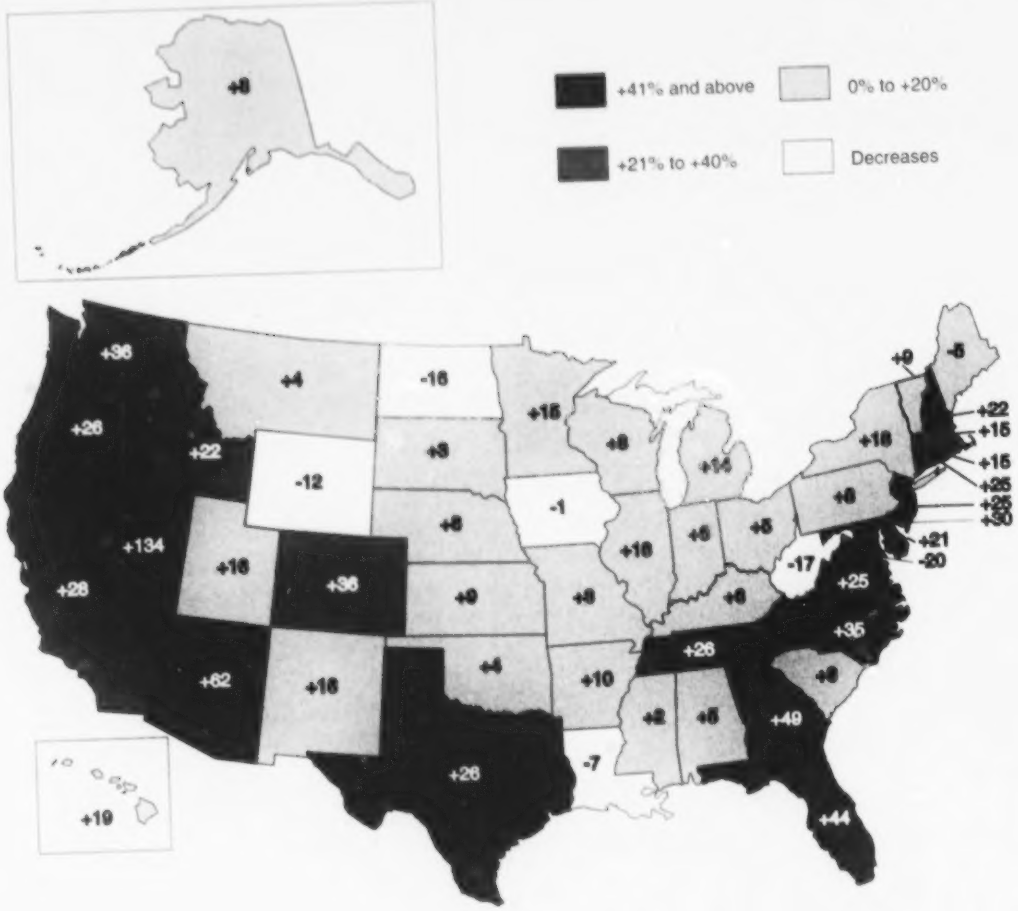
SOURCE: Hines, 1998, 13.

"Many states," warned Thomas A. Kube, executive director of the Council of Educational Facility Planners International, "have let college buildings deteriorate so much that, unless the facilities are fixed soon, they are going to go beyond the point of no return."[42]

Increased funding requests reflect a growing, demographically-driven demand for access to higher education. In many states, the number of high-school graduates is rapidly increasing (Figure 6). This number will more than double by 2011-12 in Nevada, jump by more than 60 percent in Arizona, increase by nearly half in populous Georgia and Florida, and grow by more than 20 percent in 15 more states.[43] Projections show decreased numbers of high school graduates in only four states and the District of Columbia. Large increases will be distributed across the country; the largest concentrations of states with big gains will be in the far west and along the Atlantic seaboard. The national gain, relative to the 1995-96 level, will be 26 percent in 2007-08, the peak year.

FIGURE 6

PROJECTED CHANGE IN THE NUMBER OF HIGH SCHOOL GRADUATES, 1996 TO 2012


+41% and above
+21% to +40%
0% to +20%
Decreases
+8
+36
+26
+28
+134
+22
+4
-12
+16
+36
+62
+16
-16
+3
+6
+9
+4
+26
+15
-1
+5
+10
-7
+6
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+14
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+6
+26
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+49
+44
+8
+35
+25
-17
+6
+10
+9
-5
+22
+15
+15
+25
+25
+30
+21
-20
+19

SOURCE: Chronicle of Higher Education, March 27, 1998, A48. Data are from Western Interstate Commission on Higher Education and The College Board, 1998.

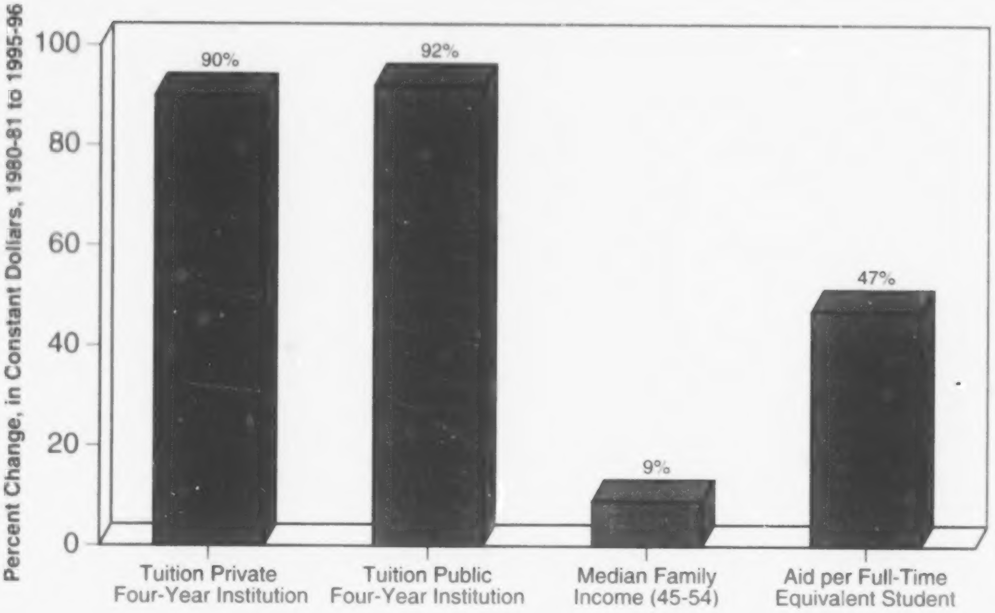
Most observers also expect that virtually all states will see more demand from working adults and their employers. The strong economic returns to individuals from participating in higher education stimulates higher participation rates.[44] Higher education pays off in economic well-being for states as well.[45]

TUITION AND FEE TRENDS

First, some context: Average tuition rates in public and independent colleges and universities grew at rates far above general inflation for many years (Figure 7). A college education is therefore substantially more expensive relative to family incomes, which grew little in real terms. The price increases in public institutions mainly resulted from substituting tuition for stagnant or declining state appropriations. But this explanation has not prevented protests from students and their parents. State and federal legislators heard the

FIGURE 7

FIFTEEN-YEAR CHANGES IN TUITION, FAMILY INCOME, AND STUDENT AID (INFLATION-ADJUSTED)



SOURCE: The College Board, 1997b, 5.

message: Bring tuition increases under control. A commission, appointed by the U.S. Congress to study cost and tuition control *did not* recommend tying price controls to institutional eligibility for enrolling federally-aided students. But legislators remained concerned about the issue.[46]

Several states pressed their public colleges and universities to moderate tuition increases, or to freeze or reduce tuition.[47] By using increased appropriations as incentives, states assured less acrimonious, more successful negotiations than in the past. After 1994, when the major effects of the recession ended in most states, tuition increases slackened from levels reached during the recession. Table 4 shows year-to-year increases in average tuition charges at two- and four-year institutions, and in the public and independent sectors. The latest increases, though smaller, were still well above the currently-low rates of general price inflation. But average tuition gains in the last few years resembled gains in average family incomes, which recently grew well above inflation and faster than at any time in the past two decades.

Another national data set breaks down the year-to-year changes in public college tuition and fees by state and sector within public higher education.[48] The 3.6 percent average 1997-98 tuition increase for resident community college students represented the continuation of a steady decline in the annual growth rate, dating back several years. Only Hawaii and Wyoming reported double-digit increases in 1997-98; four states actually cut community college tuition—Louisiana by 10 percent. Three more held the line, and four states reported increases of less than 1 percent.

The category "state colleges and universities" showed a 5.4 percent average resident undergraduate 1997-98 tuition and fee gain; the figure resembled percentages reported in recent years. Idaho, Illinois, New Hampshire, North

TABLE 4

AVERAGE ANNUAL INCREASE IN TUITION (WEIGHTED) AND FEES AT COLLEGES, 1987-88 TO 1997-98*

	Two-Year Colleges		Four-Year Colleges	
Years	Public	Independent	Public	Independent
1987-88	5%	6%	6%	8%
1988-89	4	7	5	9
1989-90	5	7	7	9
1990-91	5	8	7	8
1991-92	13	6	12	7
1992-93	10	6	10	7
1993-94	10	7	8	6
1994-95	4	5	6	6
1995-96	6	4	6	6
1996-97	5	5	6	5
1997-98	2	4	5	5
Dollar Figures				
1997-98	$1,501	$6,855	$3,111	$13,664

SOURCE: The College Board, 1995; 1996; 1997a.

** Data in this table are weighted by enrollment, and represent cost increases for students who attend a certain type of college. Restricting the sample to institutions with two consecutive years' worth of data controls for year-to-year swings in the composition of the sample, but does not control for shifts in the sample's composition over longer periods of time.*

Dakota, Oklahoma, Tennessee, and Texas reported double-digit percentage increases; North Dakota's 13.8 percent increase led the nation. Colleges and universities in Massachusetts slightly reduced average tuition and fees; Minnesota and New Mexico reported no change. Research universities showed a 4.6 percent average increase in 1997-98; increases had ranged from 5.5 to 6.5 percent over the previous few years. Resident undergraduate tuition and fee increases at research universities increased more than 10 percent in only three states, but two of these, Hawaii and Tennessee, exceeded 20 percent. Massachusetts reduced fees by 1.5 percent, and California's research universities did not change resident fee rates.

Moderated tuition hikes blunted the political pressure for government controls. But price growth remains steady and large enough compared to consumer price inflation to create continuing political problems. Steady price increases also create access barriers for low and moderate income students, given current trends in student financial aid. Smoldering public and legislator concerns could flame up if institutions again turn to tuition in a big way any time soon to replace lags in state support.

STUDENT AID

Financial aid helps to keep higher education accessible to students of modest means when tuition growth regularly exceeds price inflation and family income gains. Real tuition climbed inexorably over the last 15 years, but student aid grew less than half as much (Figure 7). Worse, an ever-growing portion of aid is available as repayable loans that are far less favorable to access for low-income students than grants. The share of all aid represented by grants declined from about 55 percent in 1980-81 to below 40 percent in 1996-97; the loan share grew from 41 percent to nearly 59 percent over this same period.[49] Student loan volumes skyrocketed after the 1992 amendments to the federal Higher Education Act made more loan money available.[50]

Federal aid, including loans, represented 72 percent of all student aid available in 1996-97. Preliminary 1996-97 data for federal and state student aid showed continuations in the previous trends.[51] Federal loan dollar volumes—Perkins loans, Ford Direct Loans and guaranteed, or "Family Education Loans"—grew by more than 9 percent ($2.64 billion) over the previous year. But Pell Grants, the basic federal need-based grant program for students of modest means, grew by only 3.4 percent, and remained more than half a billion dollars below the peak support level reached in 1992-93. The long slide in "Pell grant coverage" relative to average tuition costs continued.[52] But Pell grant support should increase in the next few years; the Clinton administration pushed through Congress significant increases in maximum awards and total budgets beginning in 1997-98. The other two sizable federal grant programs, Supplemental Educational Opportunity Grants and College Work-Study, continued to receive level funding, that is, no increase for inflation. Congress cut the federal contribution to the State Student Incentive Grant (SSIG) program by nearly half to $35 million.

The Taxpayer Relief Act of 1997 included Clinton-supported tax credits for higher education tuition for individuals with income under specified amounts. These modest credits applied to up to $1,500 in annual expenditures for the first two years of college and half of annual expenditures up to $1,000 for two more years.[53] These provisions may boost middle-class enrollments in community colleges and lower-cost public four-year institutions where capacity is available, though their impact was as yet unanalyzed. But they will do nothing for families whose low incomes mean little tax liability. The programs may even sap support from need-based student aid, since they will have an estimated $30+ billion budget impact over five years.[54]

Significant growth in state and private grant aid to students has helped to offset stagnant federal support for grants. States provided $3.19 billion in student aid grants in 1996-97, preliminary figures indicate, a 6.3 percent increase over 1995-96, and a 62 percent increase over five years. State grant programs varied greatly in size and characteristics, but in 1996-97 they amounted in aggregate to well over half the size of the $5.66 billion Pell grant program. Gains in the core need-based aid programs for undergraduates were a more sluggish 4.1 percent. The decline in federal funding for SSIG, state grant analysts worried, would hurt state interest in this program.[55] The bulk of state grant aid is still need-based, but merit-based aid, programs designed to keep resident students in state, and programs targeted to students in particular fields grew more rapidly in recent years.[56]

"Institutional and other grants" grew by about $1 billion (10.5 percent) to nearly $10.6 billion in 1996-97, and by 67 percent over the past five years. Independent colleges and universities, trying to remain competitive as federal aid stagnates and tuition climbs, are spending more of their budgets on student aid. Since most funding for this aid comes from tuition revenue, colleges are pressed to raise prices still more.[57]

STUDENT ENROLLMENTS: THE BOTTOM LINE

Higher education enrollments decreased from 14.5 million to 14.1 million between fall 1992 and fall 1997.[58] The precarious financing of institutions and students, demographic changes, and changes in student enrollment patterns contributed to this decline.[59] This undesirable trend needs close monitoring. Demographic and economic imperatives make it unthinkable that America would allow higher education enrollments to languish now in the name of short-term budget savings. The social and economic price we ultimately pay will be great.

ACCOUNTABILITY MANDATES

States have increasingly tied the budgetary morsels devoted to higher education to "performance standards."[60] These specific, usually quantitative, indicators were designed to insure that public colleges and universities adhered to state priorities, progressed toward achieving state goals—not necessarily the same as institutional goals—and used their resources "efficiently." Ironically, noted some observers, states imposed more stringent conditions on their funding at a time when there was still rather little of it. Complaints about academic inefficiency and inattention to state priorities, contended these observers, were smokescreens intended to excuse chronic underfunding. Critics also complained about the cost of these new state mandates, such as for data-collection.[61] But accountability mandates were not unique to higher education. States also expected K-12 education, welfare-to-work, and managed health care to achieve "outcome" goals while carefully controlling costs.

Politics accelerated a trend initiated by fiscal pressures. Taxpayers and voters pushed for limits on public spending regardless of the economy's revenue-generating capacity; more and more elected officials shared these attitudes. Business pushed state government to "reform" higher education—now seen by business leaders as key to long-run economic vitality. Business representatives on state higher education boards, blue-ribbon commissions, and institutional boards urged belt-tightening, refocusing on customer service, and reengineering—steps they felt the private sector took earlier in the decade.[62] Government circles gave the message a sympathetic hearing. "Reinventing government" became the watchword.[63] Public higher education—a large state-funded entity—could not argue for exemption from an economy-wide trend that seemed to fit the times.

The accountability push goes back to the emergence of interest in formal assessment of students and to the reporting of more efficiency- and outcome-oriented data in the mid-1980s.[64] These interests continue, but the emphasis has shifted from reporting data to comparing achievements with targets and to linking these results to state funding. "Half of the states now link some of their spending on public colleges to the campuses' performance," noted a 1998 survey of state officials responsible for higher education finance, "and all but a handful appear likely to do so within the next five years."[65] "Coordinating boards and state officials," the report added, "are increasingly accepting the concept that results should somehow count when allocating resources to public colleges and universities." The use of budget-linked accountability in higher education, the report concluded, reflects a shift in how states develop their higher education budgets "from what states should do for their campuses toward what campuses should do for their states."[66]

The report distinguished between "performance budgeting," where state policymakers take the measured performance of institutions into account along with subjective factors in establishing appropriations, and "performance funding," where a formula more tightly links the dollars to institutional performance. Some states use both methods (Figure 8). The performance funding states, noted the report, link less than 5 percent of their higher education appropriations to measured performance. Still, this level normally represents a much larger proportion of annual funding increases, and it may tend to creep up over time. South Carolina, for example, enacted legislation designed to determine its entire higher education budget according to 37 performance indicators by 2000.[67]

The report's authors have identified over 60 specific indicators used in performance-funding states.[68] Some indicators are outcome-oriented: the success of an institution in teaching its students or placing its professional program graduates in appropriate jobs, for example.[69] But many other indicators are efficiency-oriented or preferred-process measures that state budget and policy officials have long urged on higher education. These measures include: average time-to-degree, student persistence and graduation rates, numbers of community college to four-year institution transfers, faculty instructional workload measures, program duplication indicators, counts of the use of instructional technology in courses, and counts of inter-institutional cooperative efforts.[70]

Dangers exist in linking substantial resources to these measures, whatever their merit. Troublesome budget instability may result. So may goal displacement—an excessive shift in focus to what is measurable at the expense of important goals that are not—inefficient micromanagement of priorities and programs, and even threats to academic freedom.[71] The selected measures in most states gave short shrift to the research mission and to efforts to diversify the student body.[72] Using systemwide performance goals—for student academic performance or graduation time, for example—is insensitive to the types of students an institution admits and to the resources available to the institution and the students.[73] There are serious obstacles to applying the simple performance measures favored by the political process to complex higher education institutions and systems and to making these measures work in the public interest. But this is a difficult story to tell in the current climate.

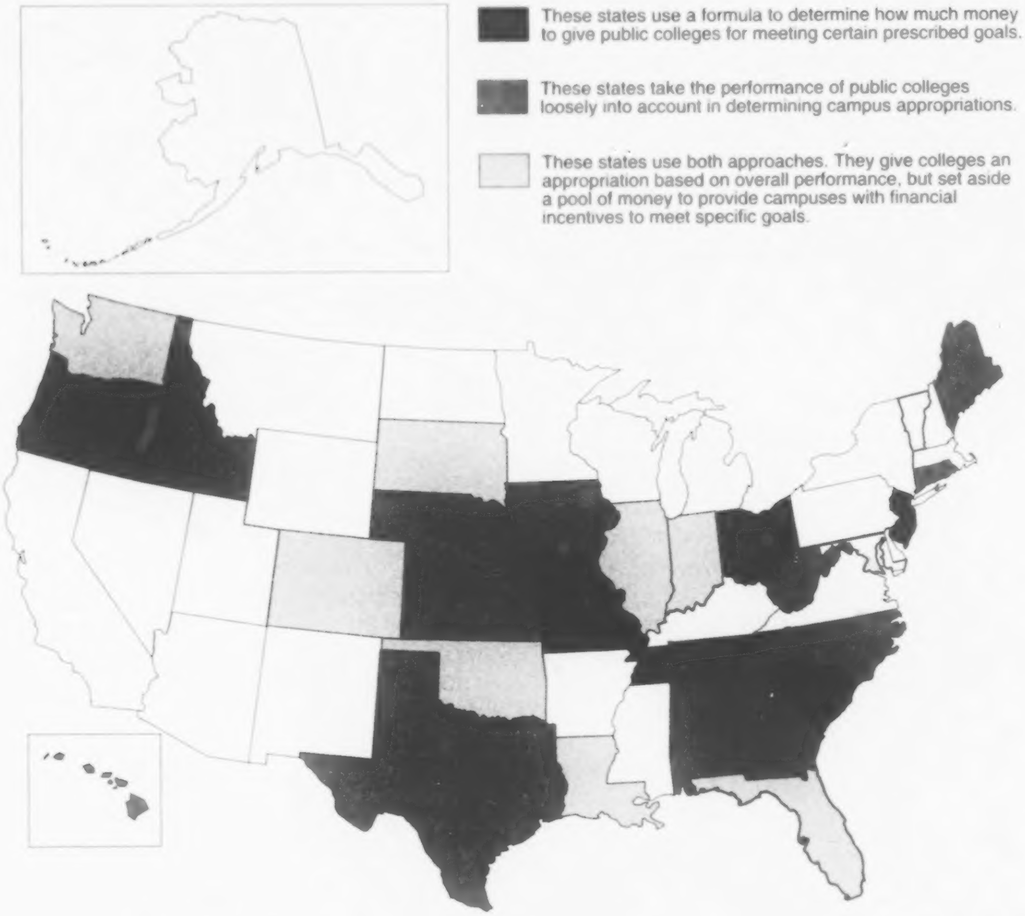
LOCAL "LEARNING CENTERS" AND DISTANCE LEARNING

States may resist traditional levels of funding for the spaces needed to serve the increasing numbers of students reaching college age and adults seeking access to higher education. Instead, the states are likely to adopt several measures requiring relatively low expenditures per additional student:

- crowding existing campuses to save costs of building new campuses, a strategy that requires some investments to accommodate more students.
- using mandates and incentives to fill existing campuses in evenings and on weekends.
- developing distance-learning-based courses for students who will infrequently, if ever, come to campus. Colleges will likely hire additional part-time and nontenure-track

FIGURE 8

PERFORMANCE-BASED FINANCING IN THE STATES



■ These states use a formula to determine how much money to give public colleges for meeting certain prescribed goals.

▨ These states take the performance of public colleges loosely into account in determining campus appropriations.

☐ These states use both approaches. They give colleges an appropriation based on overall performance, but set aside a pool of money to provide campuses with financial incentives to meet specific goals.

SOURCE: Chronicle of Higher Education, July 24, 1998, A26. Data are from the Public Higher Education Program of the Rockefeller Institutute of Government, State University of New York.

faculty, and use incentives—initially, at least—to obtain the participation of current faculty. Eventually, they will expect most faculty members to participate.

- opening limited service campuses in new geographic areas. These sites will use existing facilities—community colleges, schools, and other public facilities—and distance learning, and will target programs and courses to fields with demonstrated demand. The relatively few full-time, permanent faculty members hired may have very limited scholarly opportunities.
- expanding enrollments at independent nonprofit colleges and universities, when laws permit, that demonstrate capacity and interest, using contracts and student-aid-based incentives.[74]
- permitting more market penetration by out-of-state, often independent for-profit, purveyors of courses, certificates, and degrees,

using distance learning. This approach raises complex issues of accreditation, quality control, and regulation.

The capacity of new technologies to reach more people is a mixed blessing. Increased access to postsecondary learning is a benefit. But these technologies augur a sea change in the quality and character of available learning opportunities and raise difficult regulatory, resource allocation, and fairness issues.

CONCLUSION

The new millennium will be different, interesting, and challenging for higher education. Many new demands, accompanied by few new resources, will grind away at faculty and staff. Higher education must seek to alter the way its budgetary claims are treated.[75] Else, the grinding may be audible when the next recession hits and the criminal justice, welfare, and indigent health care sectors increase their claims on a shrunken state revenue base.

The time to prepare for this fast-approaching challenge is now.

NOTES

[1] Medicaid is a federal-state partnership program; states must by law provide their share of funds to support the health care of each *entitled* individual meeting the program's eligibility guidelines. In criminal justice, many states adopted determinate, strict sentencing guidelines requiring incarceration of more law-breakers for longer periods of time. Also, the courts enforce specific, formula-type standards for safe and humane conditions on state prisons and state-aided local jails. Since 1996, welfare is no longer a federally-mandated individual entitlement to which states must contribute. But states face spending requirements and stringent performance standards under the current law. Most important, states bear full responsibility for the cost of future caseload increases—a real concern in the next recession.

[2] National Conference of State Legislatures, 1998, 7.

[3] Of course, some types of institutions—especially large, selective research universities—can more readily tap these alternative sources.

[4] Wyss, 1998, 1.

[5] Johnson et al, 1998, 34; Standard & Poor's DRI, 1998b, 7.

[6] One inevitable drag on the economy: the unsustainable first-quarter surge in inventories; production rates had to come down to allow inventories to decrease (Wyss, 1998).

[7] Standard & Poor's DRI, 1998a, iii.

[8] Wyss, 1998, 1.

[9] Standard & Poor's DRI, 1998b, 6.

[10] Ibid.

[11] Glassman, 1998b.

[12] Glassman, 1998a.

[13] Standard & Poor's DRI, 1998b, 7.

[14] Glassman, 1998b.

[15] Standard & Poor's DRI, 1998b, 7.

[16] For representative views, see Wyss, 1998, and Glassman's analysis of the *Wall Street Journal's* annual survey of economists (1998a). The many economic uncertainties, noted Glassman, resulted in much more variation in the forecasts than usual. Real GDP growth, forecasted DRI, would slow from 3.8 percent in 1997 to 3.2 percent in 1998, and to just 1.8 percent in 1999 (Johnson et. al., 1998, 34).

[17] The data and assessments in this section are drawn from Johnson et. al., 1998, except where noted. DRI's regional groupings: New England—Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont; Middle Atlantic—New Jersey, New York, Pennsylvania; South Atlantic—Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia; East North Central—Illinois, Indiana, Michigan, Ohio, Wisconsin; East South Central—Alabama, Kentucky, Mississippi, Tennessee; West North Central—Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota; West South Central—Arkansas, Louisiana, Oklahoma, Texas; Pacific Northwest—Alaska, Idaho, Montana, Oregon, Washington, Wyoming; Pacific Southwest—Arizona, California, Colorado, Hawaii, Nevada, New Mexico, Utah.

[18] These treasury balances included "rainy day" funds and general fund end-of-year balances. The 1998 and 1999 figures are estimates for 46 reporting states that completed FY 1998 and whose legislatures completed action on the FY 1999 budget as of early summer 1998 (National Conference of State Legislatures, 1998).

[19] Ibid., 3. This report did not break out allocations to higher education, probably because they were not a high priority.

[20] National Governors Association and National Association of State Budget Officers, 1998, 1,4. Revenues fell short of estimates only in Hawaii. More than 20 states made midyear budget cuts during FY 1990-FY 1993.

[21] National Conference of State Legislatures 1998, 3. Many states may also be continuing the recent pattern of reporting very conservative revenue forecasts.

[22] Figures are reported by year of enactment. Thus, most 1998 actions apply to FY 1999. The 1998 figures are limited to 45 reporting states, hence the "P" (for preliminary) designation next to this year in Figure 4.

[23] Ibid., 3.

[24] FY 1999 state-by-state figures for budgeted expenditures were not available.

[25] National Governors Association and National Association of State Budget Officers, 35.

[26] The exception: Connecticut.

[27] Mortenson, 1998a, 17.

[28] Schmidt, 1998b.

[29] National Governors Association and National Association of State Budget Officers, 1998, 10-14.

[30] National Conference of State Legislatures, 1998, 7.

[31] Schmidt, 1998b.

[32] "The very best you could say about fiscal-1998 appropriations was that the hemorrhaging stopped," said Thomas G. Mortenson, of the Center for the Study of Opportunity in Higher Education and a long-time independent analyst of its fiscal trends, "while the planned increases in 1999 will do little to repair the damage done to public-college budgets during the recent recession" (quoted in Schmidt, 1998b).

[33] In part for this reason, the Congressional Budget Office projected a 7.4 percent average annual increase in Medicaid spending between 1997 and 2008 (National Governors Association and National Association of State Budget Officers, 1998, 1).

[34] Gest and Pope, 1996.

[35] Schmidt, 1998b. The National Conference of State Legislatures collected the data.

[36] The long-term declining trend similarly leveled off in 1988-1990, the last time the economy was strong (Figure 5).

[37] Data on regional and state patterns and allocations to the sectors within higher education were available only through FY 1998. The figures are appropriations, not actual expenditures, since it takes several months after the close of the fiscal year to obtain an accurate tally of expenditures.

[38] Hines, 1998.

[39] Ibid., 12.

[40] Schmidt, 1998a; b.

[41] Ibid., 1998a.

[42] Ibid.

[43] Western Interstate Commission on Higher Education and the College Board (1998).

[44] See Mortenson, 1998b; d.

[45] The correlation between the proportion of the over-25 baccalaureate degree-holding population in a state and its 1997 per capita income was about .75 (Mortenson, 1998c). This association, which has increased since 1991, is not necessarily a causal link, but the strength of the association and the direction of movement are consistent with the increased importance widely attributed to education in the modern economy. See, for example, Marshall and Tucker, 1992; Judy and D'Amico, 1997.

[46] Owen, 1998.

[47] Healy and Schmidt, 1997; Schmidt, 1998c. Independent institutions are also trying to limit price increases (Reisberg, 1998a).

[48] Washington State Higher Education Coordinating Board, 1998. This agency annually surveys large samples of institutions in three sectors to gather comparative data for tuition-setting in Washington institutions. The data reported in this paragraph and the next are from this source.

[49] The College Board, 1997b, 12. The 1996-97 figures are preliminary. The College Board estimated the proportion of all aid represented by work stipends to be just 1.4 percent in 1996-97, a proportion in steady decline for at least a decade.

[50] Ibid., 4.

[51] Data in this paragraph come from The College Board, 1997b.

[52] "At its peak, in the late 1970s, the maximum Pell Grant covered three-quarters of the average cost of attending a public four-year college and one-third the cost of a private four-year institution," noted the College Board. "Today, the maximum Pell Grant covers only one-third the average cost of attending a public four-year college and one-seventh the cost of a private four-year college" (1997b, 5).

[53] Lederman, 1997.

[54] Ibid.

[55] National Association of State Student Grant and Aid Programs, 1998.

[56] Schmidt, 1998d.

[57] Reisberg, 1998b.

[58] National Center for Education Statistics, 1998, 16-17. These federal statistics are based on enrollment reports from the institutions.

[59] The long-term decline in the traditional, 18-24 year-old, college-age cohort that began after 1981 finally bottomed out only in 1997 (Frances, 1998).

Census Bureau sample surveys of college enrollment (among the respondent's household members), Frances noted, have begun to diverge from institution-based enrollment reports in the past few years. The Census Bureau, for example, now estimates higher enrollments than does the National Center for Education Statistics, perhaps because significant numbers of students enroll in institutions that do not report to NCES, and because the Census Bureau survey may pick up enrollments in distance learning and other flexible delivery modes that do not enter fully into the standard fall enrollment counts of colleges and universities compiled by NCES.

[60] Schmidt, 1998c.

[61] Hartle, 1998.

[62] Healy, 1996; 1997; Schmidt, 1997a; b.

[63] Osborne and Gaebler, 1992; Osborne and Plastrik, 1998.

[64] Ruppert, 1995.

[65] Burke and Serban, 1998, quoted in Schmidt, 1998c.

[66] Ibid.

[67] Schmidt, 1997b.

[68] Burke, 1997.

[69] Even these indicators raise difficult questions: how to conduct formal and fair standardized assessments of student learning in disparate courses, and which job placements are appropriate for which graduates.

[70] Burke, 1997.

[71] For a fuller discussion, see Zumeta, forthcoming.

[72] Burke, 1997.

[73] Budget incentives to insure shorter graduation times or lower dropout rates (without added resources), for example, press institutions to tighten admission standards and to screen out students who will have to work many hours to pay their bills. These policies work against diversity goals and are unfair to students from modest economic circumstances.

[74] Zumeta, 1996b.

[75] For one approach to this issue, see Zumeta, 1996a.

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Benefits and Retirement in a Decade of Change

by Jay L. Chronister

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This year's chapter on benefits and retirement addresses five topics:

- changes in the composition and structure of the American professoriate that affect their benefit costs and retirement.
- income security for the retirement years.
- changes in federal income tax laws that affect retirement planning and retirement income plans.
- work-family options.
- costs of benefits.

THE CONTEXT

The severe financial distress of the early 1990s led colleges and universities to pay closer attention to personnel staffing and compensation. At public institutions, the growth rate in state support in 1990-91 was the lowest since 1958.[1] State government appropriations declined between 1990-91 and 1991-92—the first such decline in over three decades.[2] Meanwhile, corrections and public safety, K-12 education, Aid to Families with Dependent Children, and Medicaid gained support from state general funds.[3]

At independent institutions, a decade-long clash between increasing costs and decreasing affordability to students led to budget reductions or freezes.[4] Few institutional leaders and policy analysts foresee a return to previous support levels.

Colleges and universities attempted to reduce or control costs by imposing personnel actions, including hiring freezes on regular faculty positions (35 percent), delayed or reduced salary increases (32 percent), and no salary increases (27 percent).[5] Rising benefit costs further constrained salary increases. Increases in health coverage costs for faculty outstripped per faculty growth in retirement and Social Security costs, and the rise in the health-care component of the Consumer Price Index.[6]

More than a third of all institutions utilized incentive plans to encourage the early retirement of senior faculty.[7] These institutions used the freed-up funds to restructure the academic workforce.

Faculty Composition Changes: Full-Time vs. Part-Time

Financial stress has fundamentally changed the American professoriate. Colleges, for example, have increased the use of part-time faculty and full-time, nontenure-track faculty.[8] The number of instructional faculty and staff increased from 769,800 in 1987-88 to about 905,000 in 1991-92. But the proportion of part-timers increased from 33.1 percent to 41.6 percent.[9]

Budgetary reductions, argued academic leaders, necessitated more flexible staffing policies. "Flexible" usually meant paying lower salaries or wages on a per course basis—and providing no benefits—to part-timers.[10] In 1992-93, for example, only 42 percent of institutions offered a retirement plan for part-time faculty, 35 percent provided medical coverage, 25 percent offered dental coverage, and 25 percent provided life insurance. Institutions offering benefits for part-time faculty commonly based eligibility on a minimum number of hours per week of contracted responsibility and a minimum number of years of service.[11]

Full-Time Faculty Composition Changes: Tenure-Track vs. Term Contract

The tenure composition of the full-time faculty also changed. In 1975, 52.3 percent of the 435,000 full-time faculty members were tenured. Another 29.1 percent were on tenure-track, and 18.6 percent held full-time, nontenure-track (term appointment) positions. By fall 1993, 51.7 percent of the 545,700 full-time faculty were tenured, 20.8 percent were on tenure-track, and 27.3 percent were in nontenure-track positions.[12] Institutions again justified hiring more full-time, nontenure-track faculty by citing a desire for flexibility in program, staffing, and finances.

Many colleges hired nontenure-track faculty with lower qualifications and at lower salaries to handle less demanding roles. Full-time, nontenure-track faculty with qualifications comparable to tenured and tenure-track 1996-97 faculty salaries were lower at 36.4 percent of 88 surveyed four-year institutions, equivalent at 59.7 percent, and higher at 3.9 percent.[13] The lower salaries were a planned cost saving strategy at the majority of institutions.

Benefits for Nontenure-Track Faculty

Eligibility for benefits for full-time, nontenure-track faculty varies by institution and by type of appointment. Many institutions reserve benefits for faculty members whose term appointment extends for a year or more. The University of California system, for example, provides full benefits for full-time and some part-time, nontenure-eligible faculty who expect one or more years of employment. Here are the eligibility requirements for benefits:

- The faculty member must be a member of a UC-sponsored defined benefit retirement plan.[14]
- The faculty member must have an appointment to work at least 50 percent time for a year or more.[15]
- The average regular paid time for part-time employment must be at least 20 hours per week.[16]

Nontenure-track faculty members who meet these requirements have the same benefit access and coverage as other eligible tenured and tenure-track faculty. They become fully vested when they earn five years of UCREP service credit.[17]

Similarly, "Limited Full-Time Faculty" at the University of Rhode Island—faculty members whose appointments exceed or are expected to exceed one year—are eligible for benefits. Benefit costs—health and group insurance, and retirement contributions—of faculty members with appointments of more than 20 hours per week that exceed or are expected to exceed one year are shared in accordance with their salary distributions.[18]

In 1993, only 45 percent of colleges and universities provided health coverage for temporary full-time instructional faculty and staff; only 38 percent provided dental coverage, disability insurance, and life insurance.[19] Most colleges categorize full-time faculty members with a year or less of expected service with part-time faculty when determining eligibility for benefits.

Full-time, nontenure-track faculty expecting continued employment at 88 institutions surveyed in 1996-97 were generally eligible for the statutory and voluntary benefits received by tenure-eligible faculty, including pension plans, medical insurance plans, and life insurance.[20] The majority of campuses also provided many of the same support benefits.[21] But colleges that paid lower salaries for nontenure-track, full-time faculty incurred lower costs for pensions, Social Security, Medicare, and other salary-driven benefit payments, even when they fully covered these benefits.

AGING OF THE FACULTY

The professoriate is aging. By 2000, notes one estimate, the mean age of full-time faculty will be 48 (68 percent=age 50 or older; 50 percent=age 55 or older).[22] The higher salaries and salary-based benefit costs typical of older faculty may further increase institutional reliance on part-time and nontenure-eligible faculty, especially during periods of financial constraint.

Nearly 20 percent of all full-time faculty will have reached their expected retirement age by 2000.[23] Colleges and universities may gain financial relief and program staffing flexibility if retirements take place when expected. Two key factors will affect the plans of senior faculty for retirement—the "Third Age":[24]

- the perceived adequacy of retirement income from pension plans, Social Security benefits, and savings and investments.
- the availability of incentive retirement plans.

Income Sources for Retirement

Observers traditionally posit a three-legged financial stool for assuring income security in retirement: Social Security, pension plans, and savings and assets. But these observers often overlook a fourth leg: employment income—part of the life of retirees for decades (Table 1). In 1994, 21 percent of retirees 65 and over received employment income—18 percent of all retirement income. Only Social Security accounted for a larger proportion of retirement income (42 percent). Asset income, including personal savings, accounted for another 18 percent.

Why are employment earnings a significant proportion of income for retirees? Inadequate income—perceived or actual—from Social Security, pension funds, and personal assets is a strong motivation. But high career satisfaction and the need for continued intellectual stimulation and professional activity provide even stronger motivation.[25]

Incentive plans for early retirement encourage many faculty members to leave traditional full-time employment. But shortened employment, extended retirement, and increased life expectancy may result in at least 25 years of productivity in the Third Age.[26] How do faculty members view the potential for employment during retirement? In fall 1992, nearly 28 percent of full-time faculty members expressed a willingness to take an early retirement option if offered (45-54=30 percent; 55-59=33 percent; 60-64=35 percent).[27] When asked if they would elect to draw retirement income and work part-time at their college if given the opportunity, 46 percent of full-time faculty answered yes (55-59=51 percent; 60-64=55 percent; 65-69=59 percent).[28] Willingness to retire early increases when institutions guarantee subsequent part-time employment.

TABLE 1

PROPORTION OF TOTAL POPULATION AGE 65 AND OVER RECEIVING RETIREMENT INCOME, AND THE PERCENT OF RETIREMENT INCOME, FROM SELECTED SOURCES: 1994

Income Source	Percent of Population	Percent of Retirement Income
Social Security	91.0%	42.0%
Private pensions	30.0	10.0
Government employee pensions	14.0	9.0
Asset income	67.0	18.0
Employment income	21.0	18.0
Other*		3.0

SOURCE: Y. P. Chen, "Income Security for the Third Age: Concepts and Sources," Research Dialogues *53 (TIAA-CREF, December 1997): 2.*

**Includes sources such as public assistance, Supplementary Security Income, unemployment compensation, veterans benefits, nonpension survivor benefits, child support, and alimony.*

Some excellent faculty members may choose early retirement because they perceive options to begin new careers.[29] Institutions may save salary and benefits by replacing senior faculty with lower cost junior colleagues, but the cost includes the loss of the intellectual vitality, quality, and experience of these retirees.

Baby boomers may face different issues in retirement planning. They are reportedly saving significantly less than half the amount needed to sustain their living standard in retirement.[30] Low rates of financial literacy, observers believe, lead boomers to fail to take advantage of tax-deferral opportunities, poor asset diversification, and excessive conservatism in investment decisions.[31]

But do these findings apply to baby boomer faculty? Experts disagree. If faculty members act like typical boomers and do not maximize earnings growth through tax deferred savings and investment opportunities, they may face a lower than anticipated standard of living in retirement. Other observers are more impressed by the financial acumen of boomer faculty. Boomers as a group, predicts one expert, will have higher incomes in retirement than their parents, who are now retiring.[32]

Another observer highlights existing disincentives in the Social Security program and the tax laws for working past 62 or 65:

- the earnings penalty that reduces benefits.
- the economic benefit of taking early retirement at age 62.
- a benefit formula based on 35 years of service and skewed toward lower income citizens.

Lost Social Security benefits combined with taxes paid, notes this observer, offset much of the earned income of highly skilled workers.[33]

Boomer generation faculty should factor in the potential impact of these disincentives when deciding on the age of retirement and whether to work during retirement.

Economic Security During Retirement

What objectives underlie governmental and private pension plans? Analyst Y.P. Chen posits a dichotomy: Public plans provide "social adequacy"; private retirement income plans assure "individual equity."[34] Income from Social Security and other public programs, notes Chen, meets a socially defined, minimum subsistence base needed by retirees with low income during the employment years. The Social Security benefit formula provides the largest income replacement value to these retirees.[35] These benefits are not strictly a function of the contributions made by or on behalf of the employee. Social adequacy, Chen adds, requires that Social Security benefits serve only as a *floor* of retirement income protection.

The individual equity provided by private pension plans is a function of the actuarial relationship between benefits and contributions to the plan made by, or on behalf of, the participant. These pension plans gain increased significance as retirement income replacement strategies for higher income workers. Other sources of retirement income, such as personal savings, provide additional resources.[36]

Making Retirement Dollars Last

More early retirement options and increased life expectancy make a retirement income distribution strategy as crucial as a retirement saving strategy. When should retirees begin to receive Social Security benefits, pension annuities, and tax deferred savings? Should retirees expend personal savings prior to drawing from tax deferred accounts such as 401(k)s or 403(b)s? Maximizing use of funds earmarked for retirement may require the assistance of financial planners.

To make income meet retirement needs, faculty members must anticipate a 25-year third age and inflation-diminished purchasing power. Employment earnings, personal savings, pension plans, and Social Security determine the funds available at retirement. Cost-of-living-adjustments (COLAs) in the majority of public employee retirement plans and in Social Security hedge against inflation, but defined contribution pension plans do not generally include COLAs. Retirees must therefore provide for inflation and longevity by deciding how much retirement income to spend and how to invest their remaining funds.[37] Faculty members might, for example, defer drawing on funds accrued through 403(b) plans to hedge against inflation—a self-paced COLA adjustment—and to save on taxes.

CHANGES IN FEDERAL LAWS

Major changes to key laws and regulations have affected the ability of individuals, private pension plans, and social insurance plans to prepare for and meet retirement income objectives. In 1983, legislation changed the normal age for providing unreduced Social Security benefits.[38] Eligibility for full benefits will increase gradually from 65 to 66 and to 67 for participants reaching 62 by 2005 and 2022, respectively. The same legislation increased the penalty for retiring at 62 from the current 20 percent to 30 percent as the normal retirement age rises. The delayed retirement credit (DRC) will increase at a .05 percent rate every two years until it reaches 8 percent by 2008.[39] Most recipients of Social Security benefits must report some of their benefits as income if their provisional income exceeds a threshold.[40]

Changes in the normal retirement age for full Social Security benefits, the increased value of the DRC, and concerns about health care coverage and eligibility for Medicare may encourage faculty members to delay retirement. Changes in Social Security legislation may directly affect the plans of lower income faculty and staff members with lower pension accumulations, since Social Security benefits are a significant portion of their retirement income. Conversely, changes in these laws may have less effect on faculty with higher incomes or larger pension plan accumulations.

1997 Federal Legislation

Changes in Medicare included in the Balanced Budget Act of 1997 will affect institutions that provide medical benefits for retirees 65 or older.[41] The act provided a new capitated alternative, Medicare+Choice (Part C), and permitted physicians to treat patients outside Medicare.

Part C allows Medicare beneficiaries to receive Medicare benefits under Parts A and B through private coverage, instead of through traditional Medicare indemnity coverage. The new options include existing Medicare HMOs and newly authorized provider-sponsored plans, preferred provider organization plans, and private fee-for-service coverage. Medicare may better meet the health coverage needs of retirees with these additional coordinated care choices.[42]

The 1997 legislation also allows physicians and patients to negotiate charges falling outside the scope of Medicare. Medicare limits do not apply to these charges, and beneficiaries may not submit claims to Medicare for their reimbursement.[43]

The Taxpayer Relief Act of 1997 (TRA) affected 401(k) and pension plans by repealing the 15 percent excise tax on excess distributions from pension plans and the excise tax on excess accumulations in an individual's retirement plan at death.[44] The 1997 TRA also increased the options for tax deferred retirement investing by raising the income limits applying to active participants in employer sponsored IRAs, establishing the Roth IRA, a tax-free nondeductible savings vehicle, and allowing penalty-free IRA withdrawals for qualified higher education expenses and first-time home purchases.[45]

Contributions to the Roth IRA are not tax deductible, but earnings are tax deferred. Withdrawals are tax free if the account is held for at least five years, and if the holder is at least 59 1/2, dies, or becomes disabled.[46] Holders of Roth IRAs do not face the minimum distribution requirements required by traditional IRAs; they may therefore contribute to the fund after reaching 70 1/2. Contributions to Roth IRAs have caps of $110,000 adjusted gross income (AGI) for individuals, and $160,000 AGI for joint filers.

Education IRAs, designed to meet needs for higher education saving, permit parents, grandparents, and others to contribute up to $500 per year per beneficiary to a student's account until the student reaches 18. These IRAs are not vehicles for retirement savings. Contributions to an Education IRA are not deductible, but the earnings accrue tax-free. At withdrawal, the funds are tax-free if used for qualified college expenses.[47] Roth IRA income caps on contributions also apply to Education IRAs.

Beginning January 1, 1998, the maximum annual elective salary deferral under 401(k) and 403(b) plans increased from $9,500 to $10,000.[48]

WORK-FAMILY PROGRAMS REVISITED

Changes in workforce demographics led corporations and universities to develop work-family policies, plans, and programs that may affect family life.[49] Here are the key demographic changes:

- Women constitute 46 percent of the labor force.
- Half of all working families have more than one wage earner.
- About half the labor force has responsibility for children under 18.[50]

Women make up 44.8 percent of all professional staff and 64.5 percent of nonprofessional staff at colleges and universities.[51] Nearly 76 percent of higher education faculty are married, including 78 percent of males and 62 percent of females in their first seven years of employment.[52]

Employers are shifting their view of work-family issues from problems encountered by women with children to family-oriented problems going beyond child care. Approximately 40 percent of all workers, notes one study, report problems in managing work and family life.[53]

The 1998 *NEA Almanac* discussed measures addressing family issues that may affect faculty and staff productivity and morale, especially dependent care initiatives.[54] Here, we discuss wellness initiatives, employee assistance programs (EAPs), counseling services, and work schedule modifications.

About 88 percent of "leadership" campuses and 66 percent of other surveyed institutions, notes a 1996 report on work-family initiatives in higher education, offered wellness or health promotion programs designed to improve employee health and morale and to reduce health insurance costs.[55] These programs include health screening, sponsored physical fitness activities, and workshops or counseling on nutrition, smoking cessation, weight control, and stress management. Some programs only distribute printed materials, but proactive initiatives may involve large investments of resources and time.

About 90 percent of leadership institutions and 55 percent of other surveyed colleges offered employee assistance programs.[56] EAPs were established to assist with alcohol and drug abuse issues, but most surveyed programs also included counseling for family or marital problems (94 percent), stress management (92 percent), and concerns about downsizing and reorganization (73 percent).[57] Some campuses added preretirement counseling to prepare faculty and staff for typical lifestyle changes.

Corporate EAPs help to manage health care costs, improve employee productivity, morale, and job satisfaction, and reduce absenteeism and turnover.[58] EAPs cost employers about $25 per employee; the programs recover an estimated $4 to $5 in productivity for each dollar spent.[59] Colleges and universities may provide EAPs internally—generally at no cost to employees—or through contracts with external agencies, which may involve a cost.

Some institutions modify traditional work schedules to accommodate faculty and staff family needs. These modifications include flextime, part-time work, job sharing, and compressed work weeks. Flextime allows employees to vary the beginning and ending of the work day and the time worked per day or per pay period. Most flextime plans include a required core time each day or on specified days.[60] About 97 percent of leadership campuses and 74 percent of other surveyed institutions feature flextime.[61]

Part-time employment may be permanent or continuous, or may accommodate a full-time faculty or staff member with a family need for a specified period of time. Continuous part-time employees may receive partial or full benefits, and personnel moving from full-time to part-time with a defined time for returning to full-time status may retain full benefit support.

Job sharing between two or more workers, often with different strengths, may or may not create the equivalent of a full-time position.[62] Job sharing is an employment option at 76 percent of the leadership campuses and at 34 percent of other colleges.[63] Some colleges and universities provided for position-sharing couples—faculty members who do not desire full-time positions because of other professional or personal interests. These colleges treated the positions as full-time appointments, thereby providing the couple with full benefits.

Compressed work weeks give employees an additional day per week to meet family responsibilities by including several long, fixed or rotating work days. This scheduling is especially popular among nursing personnel at medical centers and hospitals, and at colleges that provide support services during day and evening hours, or that can compress faculty teaching schedules to less than five days per week.

The industrial-era employment model that viewed family and work as two separate, distinct gender-based systems no longer accommodates the needs of higher education or its faculty and staff.[64] Demographic changes in the workforce and changing societal expectations about relationships between family and work necessitated family-work adjustments and support services that assist faculty and staff to meet their responsibilities in both areas.

BENEFIT COSTS

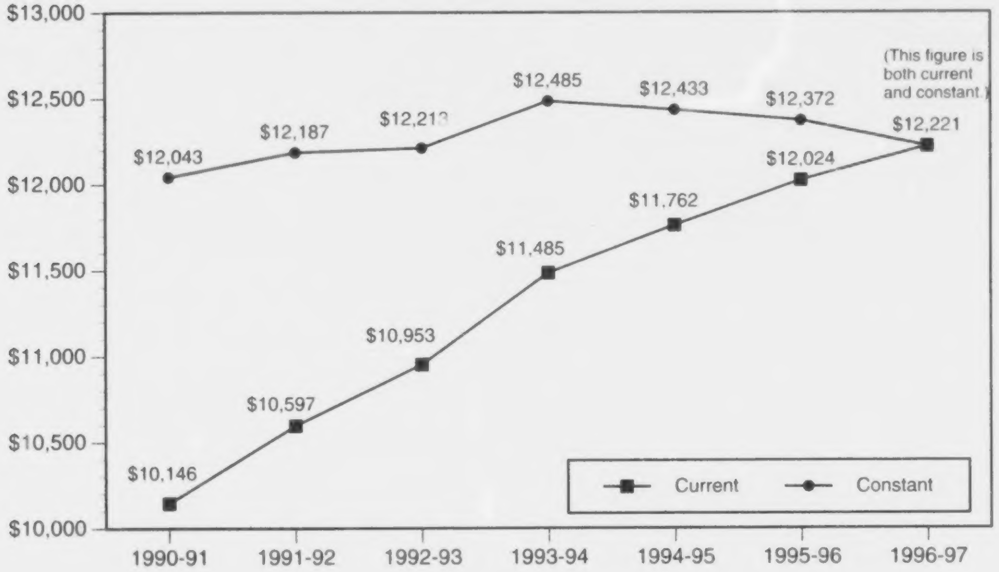
Between 1990-91 and 1996-97, average compensation costs for faculty on 9-10 month contracts increased by 20.3 percent in current dollars and by 1.3 percent in constant dollars across all institutions. That growth included current dollar increases of 20 percent in average salaries and of 22 percent in average benefit costs (1 percent and 3 percent increases, respectively, in constant dollars). Figures 1 and 2, respectively, show changes in the average costs of benefits in current and constant dollars for public and independent institutions. The $2,075 and $2,831 current dollar increases at public and independent institutions, respectively, become real increases of $178 and $818 when adjusted for inflation.

Benefit costs increased by 20 percent and 1 percent, in current and constant dollars respectively, at public colleges and by 26 percent and 6 percent, in current and constant dollars respectively, at independent colleges (Table 2). These average figures mask significant variations in the growth of costs by level of institution. Among public institutions, growth in benefit costs in constant dollars varied from -2 percent at BA+ institutions to 4 percent at doctorals. Among independents, growth in benefit costs in constant dollars ranged from 4 percent at doctorals to 10 percent at BA colleges. The constant dollar increase was higher for benefits than for average salary costs in all categories except public BA+ institutions, where the increases were comparable.

Benefit costs consumed 25 percent of the average institutional compensation budget in 1996-97 for faculty members on 9-10 month contracts—a negligible .01 percent increase over 1995-96 (Table 3). Benefits as a percent of salary increased by .02 percent over 1995-96 for public institutions and declined .03 percent for independents. Independent AA colleges

FIGURE 1

CHANGES IN AVERAGE BENEFIT COSTS AT PUBLIC INSTITUTIONS IN CURRENT AND CONSTANT DOLLARS,* 1990-91 TO 1996-97



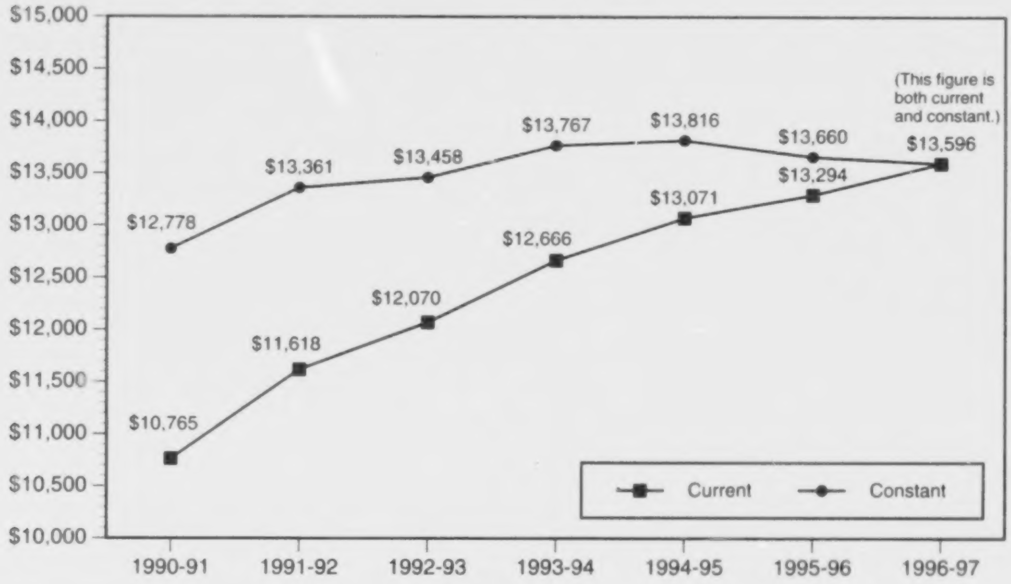
SOURCE: NCES, IPEDS Salary Surveys, *1990-91 through 1996-97.*

NOTE: Based on 42.25 percent of the NEA national faculty salary universe reporting data in all years.

** In constant 1996 dollars.*

FIGURE 2

CHANGES IN AVERAGE BENEFIT COSTS AT INDEPENDENT INSTITUTIONS IN CURRENT AND CONSTANT DOLLARS.* 1990-91 TO 1996-97



SOURCE: NCES, IPEDS Salary Surveys, *1990-91 through 1996-97.*

NOTE: Based on 42.25 percent of the NEA national faculty salary universe reporting data in all years.

* *In constant 1996 dollars.*

showed the highest benefit costs as a percent of salary (27.0 percent); public doctorals, the lowest (24.0 percent). Independent AAs showed a large change from 1995-96, when they reported relatively low benefits as a percent of salary (23.9 percent). Independent institutions reported the highest and lowest average dollar expenditures for benefits (doctorals=$15,636; AA=$9,364).

The average cost of benefits as a percent of salary for faculty on 11/12 month contracts at all institutions in 1997-97 (24.0 percent) was .06 percent higher than the 1995-96 average (Table 4). Public BA colleges reported the highest average costs as a percent of salary (29 percent); independent AAs, the lowest (21 percent). Average dollars expended were highest for public doctorals ($15,912) and lowest for independent AAs ($7,704).

Tables 5 and 6 show average costs of specific benefits for faculty members on 9/10 month and 11/12 month contracts, respectively. This disaggregated data permits comparisons of average costs on specific benefits within and across sectors. Public AA, BA, and BA+ colleges, for example, incurred greater average costs for retirement and medical and dental benefits for faculty on 9/10 month contracts than independents. But the opposite pattern appeared at doctorals: With minor exceptions, independents reported higher average expenditures for Social Security, tuition plans, housing, group life insurance, disability income protection, and other in-kind benefits.

The costs of retirement, medical and dental plans, and Social Security ranged from 90.7 percent (AA colleges) to 94.0 percent (BA+ colleges) of total average benefits expenditures for 9/10 month faculty at public institutions in 1996-97. Average expenditures for retirement as a percent of total average benefit expendi-

TABLE 2

PERCENT CHANGE IN AVERAGE SALARY AND AVERAGE BENEFIT COSTS FOR FACULTY ON 9/10 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1990-91 TO 1996-97

		Current Dollars		Constant 1996 Dollars	
Control	Institutional Type	Average Salary (%)	Average Benefits (%)	Average Salary (%)	Average Benefits (%)
Public	AA	21	19	2	0
	BA	18	21	-1	2
	BA+	16	16	-2	-2
	Doctoral	18	23	-1	4
	AVERAGE	19	20	0	1
Independent	AA	21	25	2	5
	BA	24	30	5	10
	BA+	23	26	4	6
	Doctoral	21	23	2	4
	AVERAGE	24	26	4	6
AVERAGE		20	22	1	3

SOURCE: NCES, IPEDS Salary Surveys, *1990-91 through 1996-97.*

NOTE: Based on 42.25 percent of NEA's faculty salary universe reporting in all years.

tures ranged from 38.8 percent at AAs to 42.5 percent at doctorals.

Average costs for the same three benefits for 9/10 month faculty at independent institutions ranged from 82.3 percent (BA) to 86.0 percent (AA) of benefit expenditures. Retirement plan costs consumed the largest proportion of benefit dollars at these institutions. Public and independent colleges showed significant differences in expenditures for tuition plans for dependents of faculty. Among doctorals, for example, independents spent 10 times more than publics for 9-10 month faculty, and nearly nine times as much for 11-12 month faculty.

Average Costs for Faculty Receiving Benefits

Table 7 analyzes average costs of benefits—average dollar expenditures, and expenditures as a percent of average salary—for faculty members who receive specific benefits. Dollars expended for benefits across all faculty averaged $12,795 (24.3 percent of salary). But the average cost for faculty receiving the specific benefits was $17,967 (34.2 percent of salary). Average costs and costs as a percent of salary increased for all benefits. Tuition (+5.2 percent) and benefits in kind (+1.7 percent) experienced the most significant increases. Average costs for faculty receiving the benefits were $16,057 at publics (30.6 percent of average salary), $21,669 at private/independents 41.2 percent of salary), and $19,540 at church-related colleges (37.2 percent of salary).[65]

Disaggregating total average costs of benefits and benefit costs as a percent of average salary shown in Table 7 by type of institution reveals important differences among institutions (Table 8). This table shows increases in dollar value of the costs and large increases in benefits as a percent of salary, especially at comprehensive and general baccalaureate institutions. The costs of medical insurance (+0.9 percent), tuition benefits (+3.9 percent), dental insurance (+1.0 percent), and benefits in kind (+1.3 percent) account for most of the increase at comprehensives. Tuition (+8.3 percent) and benefits in kind (+1.3 percent) account for most of the nearly 12 percent increase in average costs at baccalaureates.

TABLE 3

AVERAGE SALARIES AND BENEFITS, AND BENEFITS AS A PERCENT OF AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1996-97

		Control		
Institutional Type	Compensation Category	Public	Independent	Average Benefit
AA	Salary ($)	43,887	34,433	43,746
	Benefits ($)	11,082	9,364	11,056
	Benefits (% of Salary)	25	27	25
BA	Salary ($)	42,794	43,257	43,132
	Benefits ($)	10,961	11,421	11,297
	Benefits (% of Salary)	26	26	26
BA+	Salary ($)	48,245	45,453	47,194
	Benefits ($)	12,379	11,516	12,054
	Benefits (% of Salary)	26	25	26
Doctoral	Salary ($)	54,919	63,139	57,163
	Benefits ($)	13,032	15,631	13,742
	Benefits (% of Salary)	24	25	24
AVERAGE	Salary ($)	50,149	53,473	51,063
	Benefits ($)	12,302	13,457	12,620
	Benefits (% of Salary)	25	25	25

SOURCE: NCES, IPEDS Salary Survey, *1996-97.*

NOTE: Based on 74.1 percent of NEA's faculty salary universe (2,275 institutions) reporting benefits.

TABLE 4

AVERAGE SALARIES AND BENEFITS, AND BENEFITS AS A PERCENT OF AVERAGE SALARIES FOR FACULTY ON 11/12 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1996-97

		Control		
Institutional Type	Compensation Category	Public	Independent	Average Benefit
AA	Salary ($)	43,785	36,620	43,448
	Benefits ($)	10,924	7,704	10,773
	Benefits (% of Salary)	25	21	25
BA	Salary ($)	49,249	42,492	43,602
	Benefits ($)	14,076	10,927	11,445
	Benefits (% of Salary)	29	26	26
BA+	Salary ($)	60,624	44,506	51,939
	Benefits ($)	15,303	12,089	13,571
	Benefits (% of Salary)	25	27	26

TABLE 4 (CONTINUED)

AVERAGE SALARIES AND BENEFITS, AND BENEFITS AS A PERCENT OF AVERAGE SALARIES FOR FACULTY ON 11/12 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1996-97

		Control		
Institutional Type	Compensation Category	Public	Independent	Average Benefit
Doctoral	Salary ($)	70,412	64,312	69,045
	Benefits ($)	15,912	15,279	15,770
	Benefits (% of Salary)	23	24	23
AVERAGE	Salary ($)	62,427	56,268	60,982
	Benefits ($)	14,505	13,766	14,332
	Benefits (% of Salary)	23	24	24

SOURCE: NCES, IPEDS Salary Survey, *1996-97*

NOTE: Based on 74.1 percent of NEA's faculty salary universe (2,275 institutions) reporting benefits.

TABLE 5

AVERAGE BENEFITS FOR FACULTY ON 9/10 MONTH CONTRACTS,* BY INSTITUTIONAL TYPE AND CONTROL, 1996-97

		Control		
Institutional Type	Benefit	Public	Independent	Average
AA	Retirement plans	$4,252	$2,690	$4,220
	Medical/Dental plans	3,405	1,757	3,372
	Group life insurance	147	84	146
	Other insurance benefits	192	178	192
	Disability income protections	112	87	112
	Tuition plan	48	202	51
	Housing plan	0	77	2
	Social Security taxes	2,282	2,534	2,287
	Unemployment compensation	123	238	125
	Worker's compensation	307	250	306
	Other benefits in kind	83	3	82
	TOTAL	$10,952	$8,101	$10,894
BA	Retirement plans	$4,255	$3,293	$3,528
	Medical/Dental plans	3,040	2,399	2,556
	Group life insurance	83	180	156
	Other insurance benefits	41	106	90
	Disability income protections	62	189	158
	Tuition Plan	166	792	639
	Housing Plan	7	103	80
	Social Security taxes	2,630	3,117	2,998
	Unemployment compensation	70	126	113

TABLE 5 (CONTINUED)

AVERAGE BENEFITS FOR FACULTY ON 9/10 MONTH CONTRACTS,*
BY INSTITUTIONAL TYPE AND CONTROL, 1996-97

		Control		
Institutional Type	Benefit	Public	Independent	Average
BA (cont.)	Worker's compensation	272	301	294
	Other benefits in kind	82	96	92
	TOTAL	$10,709	$10,703	$10,704
BA+	Retirement plans	$4,896	$3,369	$4,285
	Medical/Dental plans	3,474	2,614	3,130
	Group life insurance	126	176	146
	Other insurance benefits	61	114	82
	Disability income protections	92	163	120
	Tuition plan	79	810	372
	Housing plan	0	57	23
	Social Security taxes	3,221	3,266	3,239
	Unemployment compensation	87	159	116
	Worker's compensation	272	333	296
	Other benefits in kind	13	51	28
	TOTAL	$12,320	$11,111	$11,836
Doctoral	Retirement plans	$5,538	$5,687	$5,579
	Medical/Dental plans	3,184	3,354	3,231
	Group life insurance	136	197	153
	Other insurance benefits	191	167	184
	Disability income protections	121	174	135
	Tuition plan	103	1,062	366
	Housing plan	3	47	15
	Social Security taxes	3,229	4,062	3,458
	Unemployment compensation	107	154	120
	Worker's compensation	307	329	313
	Other benefits in kind	99	236	137
	TOTAL	$13,018	$15,470	$13,691
AVERAGE		$12,229	$12,957	$12,438

SOURCE: NCES, IPEDS Salary Survey, 1996-97.

NOTE: Based on 89.2 percent of NEA's faculty salary universe (2,741 institutions) reporting benefits data.

CONCLUSION

Reduced state and political support, lowered public trust, competition for shrinking tax revenues, and sharply increased tuition rates characterized the condition of higher education during the early 1990s. Changes in the characteristics of college students, the rise of new technology, and the growth of for-profit sector competitors compounded the stress brought on by financial constraints and by the loss of public confidence.

Colleges and universities responded by significantly increasing the number of part-time faculty and full-time nontenure-eligible faculty. Hiring these faculty members saved compensation dollars and created flexibility in current and future staffing by reducing the proportion of the professoriate with tenure. But the growth in the number of faculty with

TABLE 6

AVERAGE BENEFITS FOR FACULTY ON 11/12 MONTH CONTRACTS,* BY INSTITUTIONAL TYPE AND CONTROL, 1996-97

Institutional ype	Benefit	Control		Average
		Public	Independent	
AA	Retirement plans	$4,371	$962	$4,184
	Medical/Dental plans	2,897	2,127	2,855
	Group life insurance	84	82	84
	Other insurance benefits	159	61	153
	Disability income protections	73	66	73
	Tuition plan	21	17	21
	Housing plan	1	0	1
	Social Security taxes	2,514	2,406	2,508
	Unemployment compensation	75	542	101
	Worker's compensation	202	216	203
	Other benefits in kind	65	273	77
	TOTAL	$10,461	$6,755	$10,258
BA	Retirement plans	$4,386	$2,123	$2,558
	Medical/Dental plans	2,788	2,580	2,620
	Group life insurance	132	145	143
	Other insurance benefits	5	72	60
	Disability income protections	80	125	116
	Tuition Plan	71	292	250
	Housing Plan	0	79	64
	Social Security taxes	2,417	2,736	2,675
	Unemployment compensation	45	193	165
	Worker's compensation	199	285	268
	Other benefits in kind	31	154	131
	TOTAL	$10,154	$8,785	$9,048
BA+	Retirement plans	$6,010	$3,158	$4,426
	Medical/Dental plans	2,739	2,542	2,630
	Group life insurance	181	328	262
	Other insurance benefits	73	48	59
	Disability income protections	153	153	153
	Tuition plan	53	430	262
	Housing plan	0	171	95
	Social Security taxes	3,485	3,161	3,305
	Unemployment compensation	95	155	129
	Worker's compensation	261	330	300
	Other benefits in kind	41	84	65
	TOTAL	$13,092	$10,561	$11,666
Doctoral	Retirement plans	$7,365	$5,045	$6,755
	Medical/Dental plans	2,910	3,136	2,969
	Group life insurance	150	172	155
	Other insurance benefits	328	247	307
	Disability income protections	130	154	136

TABLE 6 (CONTINUED)

AVERAGE BENEFITS FOR FACULTY ON 11/12 MONTH CONTRACTS,* BY INSTITUTIONAL TYPE AND CONTROL, 1996-97

		Control		
Institutional type	Benefit	Public	Independent	Average
Doctoral (cont.)	Tuition plan	105	909	317
	Housing plan	3	143	39
	Social Security taxes	3,975	3,949	3,968
	Unemployment compensation	104	116	107
	Worker's compensation	338	279	322
	Other benefits in kind	227	428	280
	TOTAL	$15,633	$14,579	$15,355
AVERAGE		$13,923	$12,613	$13,566

SOURCE: NCES, IPEDS Salary Survey, *1996-97.*

NOTE: Based on 89.2 percent of NEA's faculty salary universe (2,741 institutions) reporting benefits data.

TABLE 7

AVERAGE INSTITUTIONAL COSTS OF BENEFITS PER ALL FACULTY VERSUS AVERAGE COST OF BENEFITS PER FACULTY RECEIVING THE SPECIFIC BENEFIT, ALL INSTITUTIONS, 1996-97

	Average per Faculty		Average per Faculty Receiving Benefits	
Benefit	Dollars	Percentage of Salary	Dollars	Percentage of Salary
Retirement	$5,096	9.7	$5,403	10.3
Medical insurance	3,137	6.0	3,407	6.5
Disability	135	0.3	220	0.4
Tuition	342	0.7	3,078	5.9
Dental insurance	147	0.3	447	0.9
Social Security	3,256	6.2	3,662	7.0
Unemployment	113	0.2	164	0.3
Group life	147	0.3	191	0.4
Worker's compensation	299	0.6	372	0.7
Benefits in kind	124	0.2	1,024	1.9
ALL COMBINED	$12,795	24.3	$17,967	34.2

SOURCE: American Association of University Professors, "Not So Good," Academe *83 (March-April 1997), 32.*

more tenuous relationships to their colleges challenged institutions to develop appropriate benefits policies.

The large proportion of faculty at or near the normal retirement age created more challenges since personnel budgets are often tied up in faculty at senior ages and senior ranks. Institutions must assist senior faculty and staff to plan for lifestyle and career changes and for financial security; otherwise, the fear of inadequate long-term retirement income will prompt these faculty members to remain employed well

TABLE 8

AVERAGE TOTAL INSTITUTIONAL COSTS OF BENEFITS PER ALL FACULTY VERSUS AVERAGE TOTAL COST OF BENEFITS PER FACULTY RECEIVING THE SPECIFIC BENEFIT, BY INSTITIONAL TYPE, 1996-97

	Average per Faculty		Average per Faculty Receiving Benefits	
Institutional Type	Dollars	Percentage of Salary	Dollars	Percentage of Salary
Doctoral	$14,656	24.5%	$19,657	32.8%
Comprehensive	12,284	20.5	18,106	30.3
Baccalaureate	11,015	18.4	18,063	30.2
Two-year college with ranks	11,601	19.4	14,737	24.6
Institutions without ranks	9,321	15.6	11,797	19.7

SOURCE: American Association of University Professors, "Not So Good," Academe 83 (March-April 1997), 32.

beyond their desired retirement age.

Constant dollar costs of faculty benefits have finally stabilized, mainly by constrained health service costs. But colleges are increasingly reticent to undertake new benefit initiatives, unless they are cost neutral. Faculty members must learn how the 1997 tax law changed the rules for tax-deferred investment and savings; they must also monitor future changes in federal legislation affecting retirement planning, including Medicare and Medicaid.

Today's academic labor force is increasingly populated by women and by two wage earner families; the industrial era model of work and family as separate systems no longer exists.[66] Colleges are offering more work-family initiatives to help faculty and staff balance employment and family responsibilities. The growth of these initiatives will continue as colleges try to compete with alternative employment opportunities for faculty and staff.

NOTES

[1] Jaschik, 1990, A1.

[2] Jaschik, 1991, A1.

[3] Leslie and Fretwell, 21.

[4] El-Khawas, 1992, 2.

[5] Ibid, 21.

[6] Hammermesh, 1994, 9.

[7] El-Khawas, 1995, 48.

[8] El-Khawas, 1994, 41.

[9] Kirshstein, et al., 1997, 14.

[10] Gappa and Leslie, 1993.

[11] Chronister, 1997, 119.

[12] Benjamin, 1997, 3.

[13] Harper, 1997, 11.

[14] Nontenure-track faculty automatically become members of the University of California Retirement Plan (UCREP) when they are appointed to work at least 50 percent time for a year or more.

[15] An exception: when the ending date is for funding purposes only and employment is intended to continue for more than a year.

[16] University of California, 1998, B1.

[17] Ibid., C1.

[18] University of Rhode Island contract with AAUP, Appendix F. The Kent State University collective bargaining agreement provides full benefits to full-time, nontenure-track faculty: "The University shall provide members of the bargaining unit hospitalization, medical and life insurance benefits as are provided to other full-time University employees" (Kent State University-AAUP Collective Bargaining Agreement, 27). KSU pays the employee contribution to the State Teachers Retirement System (Ibid., 25).

[19] Kirshstein, et al., 1996, 32.

[20] Statutory benefits include Social Security, unemployment compensation, and workers compensation. Voluntary benefits include pension plans, health coverage, disability insurance, and life insurance. Support benefits include parking, housing, and tuition benefits for dependents (Chronister and Kepple, 1987, 15).

[21] Harper, 17.

[22] Bland and Berquist, 6.

[23] Ibid.

[24] "Third Age" designates the time of harvest and retirement in life cycles. It follows the Second Age, the period of responsibility, maturity, purposeful earnings, and savings (Chen, 1997, 1).

[25] Dorfman, 1997. Kellams and Chronister, 1987.

[26] Advances in medical science and increased longevity provide a productivity period that may last past age 80 (TIAA-CREF, October, 1995, 4).

[27] Chronister, Baldwin, and Conley, 1997, 29.

[28] bid., 32.

[29] Bland and Berquist, 110.

[30] Bernheim and Kotlikoff in King, 1995, 3.

[31] Ibid.

[32] CUPA News, 1997, 1.

[33] Ibid., 12.

[34] Chen, 1.

[35] Ibid., 2.

[36] Ibid., 1.

[37] Richards, 1997, 6-7.

[38] Public Law 98-21, 1983.

[39] TIAA, August 1989, 3. The delayed retirement credit (DRC) increases future benefits to compensate workers for foregoing old-age Social Security benefits when they defer retirement beyond the normal eligibility age (now 65). The DRC will become actuarially fair when it reaches the eight percent rate (Chen, 1997, 7).

[40] Arthur Anderson and Co., 1997, 13.

[41] Public Law 105-33, Balanced Budget Reconciliation Act of 1997. Most changes became effective in 1998.

[42] *Monitor Update*, 3.

[43] *The Mercer Report*, 1-2.

[44] Public Law 105-34; Vanguard Group, August 1997.

[45] Ibid., 4. There is a $10,000 lifetime cap on penalty-free IRA withdrawals for first-time home purchases.

[46] Chen, 4.

[47] TIAA-CREF, 1998, 15.

[48] WTR Consulting Group, 1.

[49] Gappa and MacDermid, 2.

[50] Ibid., 2 and 3.

[51] National Center for Education Statistics, 1997, 237.

[52] Finkelstein, Seal, and Schuster 1995, Table 9.

[53] Raabe in Gappa and MacDermid, 3.

[54] Chronister, 1998, 93-96.

[55] Friedman, et al., 44, Employee Benefit Research Institute, 1997, 277. Leadership campuses were the 25 percent of responding institutions that scored the highest on available work-family initiatives (Friedman, et al., 24).

[56] Friedman et. al., 44.

[57] Employee Benefit Research Institute, 286.

[58] Ibid., 285.

[59] 59 Ibid., 287.

[60] Employee Benefit Research Institute, 346-347.

[61] Friedman, Rimsky, and Johnson 1996, 40.

[62] Ibid.

[63] Friedman, Rimsky, and Johnson, 40.

[64] Gappa and MacDermid, 1.

[65] Bell, 1997, 32.

[66] Gappa and MacDermid, 1.

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The Worklife Issues of Higher Education Support Personnel

by Linda K. Johnsrud

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Johnsrud writes extensively on worklife issues of administrative staff and faculty. She is author of Maintaining Morale: A Guide to Assessing the Morale of Midlevel Administrators and Faculty, *published by the College and University Personnel Association (1996). Johnsrud frequently speaks on campus and in the community, and has worked with colleges and universities in Guam, Korea, Japan, and Western Australia.*

Many colleges and universities are small cities and, like cities, employ a wide variety of personnel. The 2.5 million college and university staffers are employed in more than 300 occupations in some classifications.[1] Faculty members comprise just 35 percent of the employees. Executive, administrative, and managerial personnel make up 5 percent of the employees.[2] We know far more about this 40 percent of the higher education workforce than about the 60 percent who provide support services.

Until now, we have had only national demographic data on education support staff (ESP). But a recent NEA-sponsored study provides more extensive data. This chapter reports the key results of NEA's survey that includes all employee categories except faculty and executive-administrative-managerial staff.[3]

CATEGORIES OF EMPLOYEES

NEA divides the ESP population into nine job groups:[4]

1) Building and grounds maintenance/repairs
2) Security services
3) Food services
4) Health and student services
5) Paraprofessionals:—instructional and noninstructional aides
6) Secretarial, clerical, administrative services
7) Technical services
8) Trades, crafts, machine operators
9) Transportation, delivery, vehicle mechanics

NEA disaggregates the nine groups into 60 job subgroups—showing the variety of work performed (Table 1).[5]

WHO ARE THEY?

The 1996 NEA ESP Data Book, drawn from 1990 data, provides national averages by job group on age, sex, race, citizenship, household income and marital status, educational attainment and enrollment, hours worked, salary and benefits, and workforce projections.[6]

In 1990, there were 767,069 ESP employees: 525,345 were working full-time.[7] Part-timers were most likely to be employed in the paraprofessional, food service, clerical, and maintenance job groups (54 percent, 41 percent,

TABLE 1

ESP JOB GROUP DEFINITIONS

Building and Grounds Maintenance/Repairs
Custodians-housekeepers
Mechanics (except vehicle)-repairs
Groundskeepers
Laborers-helpers-warehousers
Crew leaders-assistant supervisors (nonmanagerial)
Other maintenance

Health and Student Services
Registered nurses (higher education only)
Licensed practical nurses
Nurses' aides
Health or therapist aides-technicians
Medical technicians
Community, family, parent, and welfare services

Food Services
Cooks-food preparation workers
Cashiers
Dieticians-dietary technicians
Food service workers
Supervisors-assistant supervisors (nonmanagerial)

Paraprofessional: Instructional–Noninstructional
Teacher's, instructional, program aides
Library aides, technicians, assistants
Preschool caregivers
Monitors (building, bus, playground)-dormitory
Crossing guards (K-12 only)
Supervisors-assistant supervisors (nonmanagerial)

Secretarial, Clerical, Administrative Services
Secretaries-stenographers
Typists-word processors
Clerks-administrative and office assistants
Bookkeepers-accounting and financial assistants
Data entry, statistical, computer clerks
Registration, records, admissions, attendance
Receptionists-phone operators
Supervisors-assistant supervisors (nonmanagerial)

Technical Services
Technicians (except medical or library)
Computer operators
Computer programmers-systems analysts-data processing specialists
Media, public relations specialists-writers-editors
Designers-photographers-graphic artists
Audiovisual, language technicians
Supervisors-assistant supervisors (nonmanagerial)

Security Services
Guards-police-security workers
Supervisors-assistant supervisors (nonmanagerial)

TABLE 1 (CONTINUED)

ESP JOB GROUP DEFINITIONS

Trades, Crafts, Machine Operators
Electricians
Carpenters
Painters-glaziers
Plumbers-heating, ventilation, air conditioning
Machine operators, assemblers, and inspectors
Painting services
Supervisors-assistant supervisors (nonmanagerial)
Other trades and crafts
Other machine operators

Transportation, Delivery, Vehicle Mechanics
Vehicle mechanics
Bus, truck, van drivers
Supervisors-assistant supervisors (nonmanagerial)
Other transportation

SOURCE: NEA ESP Data Book: A Work Force and Membership Profile of Educational Support Personnel *(July 1996).*

31 percent, and 14 percent, respectively). Of the total workforce (part- and full-time), 44 percent were enrolled in diploma- or degree-granting programs; 33 percent were under age 25. But only 27 percent of full-time ESP staffers were enrolled in these programs, and only 18 percent were under age 25.

A comparison of part- to full-time employees may be misleading, since some categories include many graduate and undergraduate students who typically work part-time. Our demographic data, therefore, focuses on full-time employees.

Job Groups

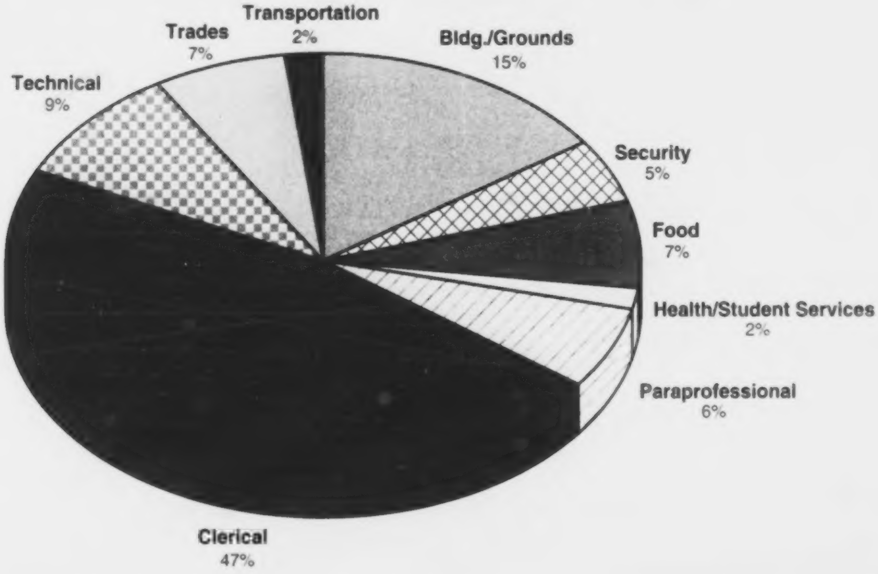
Figure 1 shows the relative size of the nine job groups that comprise the full-time ESP workforce. Secretarial, clerical, and administrative staff make up nearly half of these employees (47 percent). The next largest groups were building and grounds maintenance (15 percent), technical services (9 percent), and trades, crafts, and machine operators, and food services (tied at 7 percent).

Sex

Women made up 61 percent of the workforce; men, 39 percent (Figure 2). The breakdown by job group revealed few surprises.

FIGURE 1

JOB GROUP POPULATIONS AS PERCENTAGE OF FULL-TIME SAMPLE



SOURCE: NEA ESP Data Book: A Work Force and Membership Profile of Educational Support Personnel *(July 1996)*

Women outnumbered men in the health and student services, secretarial-clerical-administrative services, food services, and paraprofessional categories. Men outnumbered women in buildings and grounds maintenance, security, trades, and transportation. The technical group came closest to being balanced (men=59 percent; women=41 percent).

Race

The full-time workforce was 77 percent white and 23 percent minority (14 percent Black, 6 percent Hispanic, and 3 percent Asian) (Figure 3). Maintenance showed the highest minority representation at 32 percent (21 percent Black, 9 percent Hispanic, and 2 percent Asian). Health and student services, technical services, and trades reported the lowest minority representation (15 percent each).

Citizenship

Ninety-four percent of the full-time staffers were U.S. citizens (not shown). The paraprofessional (5.4 percent) and food services (5.3 percent) categories included the most noncitizens.

Household Income

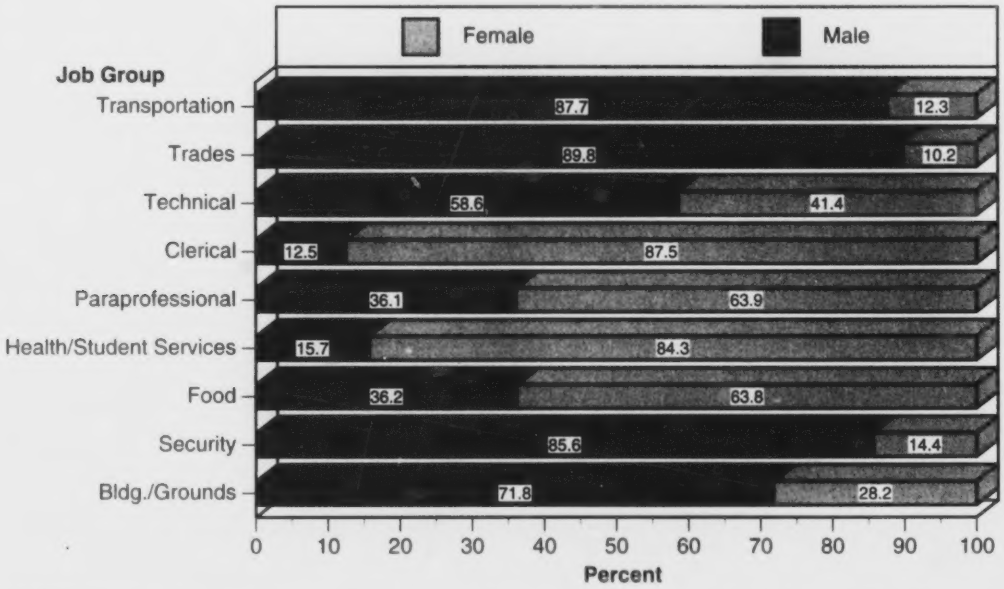
Of the full-time staffers, 16 percent lived in households with annual incomes of less than $35,000. Again the paraprofessionals and food service groups included the largest proportions from households with annual incomes of less than $15,000 (35.6 percent and 33.7 percent, respectively) (Figure 4).

Educational Attainment

About 25 percent of full-time staffers completed high school, 45 percent had some college, 15 percent were college graduates, and 6 percent had advanced degrees (Figure 5). Educational attainment varied considerably by job group. Support staff in technical services and in health and student services showed the highest levels of attainment (college graduates=59 percent of each group; advanced degrees=22 percent of the technical staff and 35 percent of the health and student services staff). Trades, maintenance, and food services showed the lowest educational attainment (high school only=38 percent, 37 percent, and 32 percent, respectively).

FIGURE 2

FULL-TIME ESP WORKFORCE, BY SEX



SOURCE: NEA ESP Data Book: A Work Force and Membership Profile of Educational Support Personnel *(July 1996)*.

Projected Size of the Workforce

The size of the ESP workforce is expected to remain stable between 1995 and 2000 (Figure 6). A 7 percent increase is expected between 2000 and 2010. Table 2 shows the projected growth for full-time and part-time staff. The clerical group is projected to show a 10 percent growth rate; the average growth rate for other groups is 4 percent.

Average Salaries

The 1993-94 $20,203 average salary for full-time staffers increased by 4.8 percent to $21,176 in 1995-96 (Table 3). Average 1995-96 salaries for specific ESP groups ranged from $12,795 for food services to $31,195 for health and student services.

Health Insurance and Pension Benefits

Between 1990-94, employers provided health insurance to 76.1 percent of full-time workers; 27.5 percent paid the entire cost and 46.6 percent paid part of the costs. About 85 percent of the full-time workers had access to an employer-sponsored pension plan. The participation rate was 73.7 percent.

THE NEA ESP SURVEY: A CLOSER LOOK

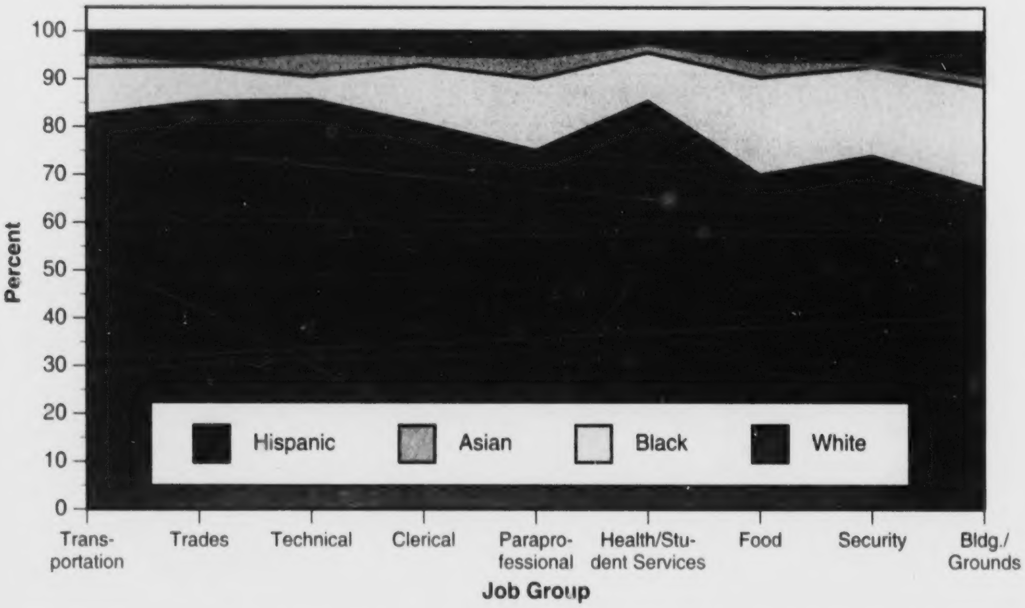
The 1997 NEA survey randomly sampled ESP in higher education to learn more about their work lives, job satisfaction, and concerns about their jobs. The return rate for this mail survey was 54 percent (N=1,061). Respondents included all nine job groups, but 63 percent were in secretarial, clerical, and administrative services, 11 percent were paraprofessionals, and 10 percent worked in building and grounds maintenance. The remaining 17 percent were spread across six groups. The results were weighted by NEA region.

Profile of the Respondents

About 52 percent of the survey respondents worked for more than 10 years in higher education; 49 percent worked at the same college or university for more than 10 years. About 61 percent were in their current job for less than 10 years.

FIGURE 3

FULL-TIME ESP WORKFORCE, BY RACE



SOURCE: NEA ESP Data Book: A Work Force and Membership Profile of Educational Support Personnel *(July 1996).*

Community colleges employed 59 percent of the respondents; four-year colleges employed 33 percent; 93 percent held full-time positions. About 54 percent earned between $15,000 and $24,999 a year; another 29 percent earned between $24,999 and $34,999.

Sources of Satisfaction and Dissatisfaction

Responses to the initial question, "How satisfied are you with each of the following aspects of your current ESP job?" are arranged by degree of "satisfaction," with levels of relative satisfaction listed first (Figures 7, 8, and 9). When "very satisfied" and "satisfied" are combined, respondents showed high levels of contentment regarding health and safety issues (80 percent), the kind and amount of work done (89 percent and 74 percent, respectively), job security (79 percent), and personal fulfillment (76 percent) (Figure 7).

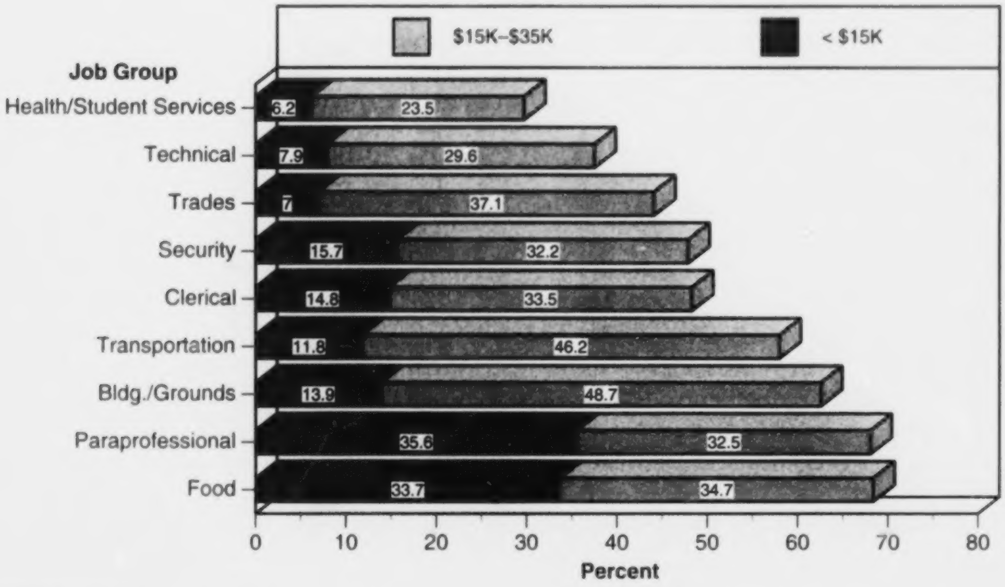
Respondents also indicated considerable satisfaction with local association support (71 percent), faculty support (71 percent), supervisor support (73 percent), freedom to decide how to do the job (84 percent), and job benefits (87 percent) (Figure 8). Employees were less satisfied with opportunities for skills improvement and for new skills training (68 percent and 65 percent, respectively) (Figure 9). The respondents expressed least satisfaction with wages (55 percent) and with chances for promotion (31 percent).

Working Conditions

Figures 10 and 11 indicate the percentage of those surveyed who responded "yes" or "no" to questions about working conditions. Most respondents had written job descriptions (92 percent), their employer kept necessary equipment in good repair (81 percent), and they received annual written evaluations (73 percent). About 59 percent indicated their employers provided necessary safety equipment and guidelines; 58 percent reported their supervisors provided written evaluations in the past year. Most respondents did not have to pay for job-related uniforms, equipment, or supplies (no=90 percent) (Figure 11).

FIGURE 4

FULL-TIME ESP WORKFORCE, BY HOUSEHOLD INCOME



SOURCE: NEA ESP Data Book: A Work Force and Membership Profile of Educational Support Personnel *(July 1996).*

Job Protections

The survey asked "yes" or "no" job-related questions about employees in their job classification (Figures 12 and 13). Most respondents were covered by a grievance procedure (90 percent), subject to a probationary or waiting period before becoming permanent (86 percent), and covered by "just cause" provisions protecting them from arbitrary or unfair dismissals (yes=57 percent; don't know=35 percent). About 55 percent of the respondents indicated that current employees in their job classification had preference over outsiders when vacancies were filled; 50 percent report their college had a layoff and recall procedure based on job seniority (don't know=34 percent). Only 26 percent reported protection from involuntary transfers from one work site to another (no protection=36 percent; don't know=36 percent) (Figure 13).

Major Worklife Concerns

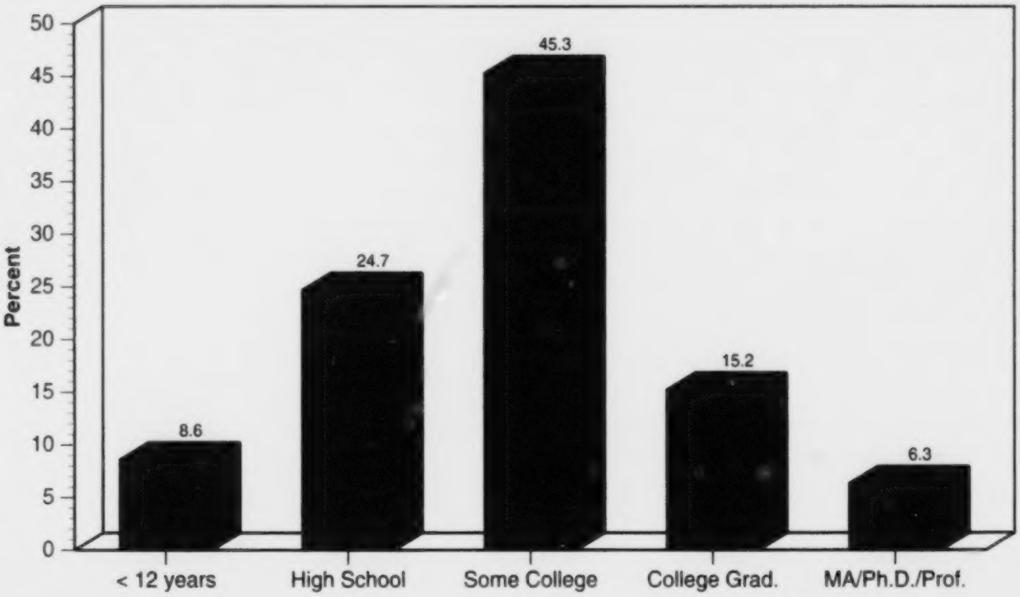
The survey asked about concerns regarding current jobs. Figures 14 and 15 display the responses arranged from "major concerns" to "not a concern." Respondents expressed the most concern about the lack of opportunities for promotion or advancement (58 percent), the perception that wages did not reflect changes in their job (57 percent), layoffs and downsizing (46 percent), and the increasing performance expectations (38 percent).

A consistent 24-28 percent of respondents reported the following worklife issues as major concerns: the need to retrain or develop new skills, the need to improve current skills, threats to health and safety, involuntary transfers, and having to work outside their assignment.

About 48 percent responded "very" or "somewhat" concerned about outsourcing work; 50 percent answered "not very" or "not at all" concerned. When asked if their local associations should oppose efforts to contract out services, 71 percent indicated "very important"; 19 percent indicated "somewhat important" (not shown). Employees may be split as to whether their own job was threatened, but they wanted their local associations to remain vigilant.

FIGURE 5

FULLTIME ESP WORKFORCE, BY EDUCATIONAL ATTAINMENT



SOURCE: NEA ESP Data Book: A Work Force and Membership Profile of Educational Support Personnel *(July 1996)*

DISCUSSION

The survey provides a fairly positive picture of the work lives, degrees of satisfaction, and concerns of education support personnel who work in higher education. The majority of respondents expressed high levels of satisfaction with their jobs, health and safety on the job, and the kind and amount of work they do. The majority also felt relatively satisfied with job security, job fulfillment, freedom and benefits, and support received from local associations, the faculty, and supervisor.

Respondents reported higher levels of dissatisfaction when asked about wages and opportunities for training and promotion. These responses were consistent with responses about major concerns. The lack of opportunities for promotion or advancement and the perception that wages do not reflect changes in their jobs were of most concern.

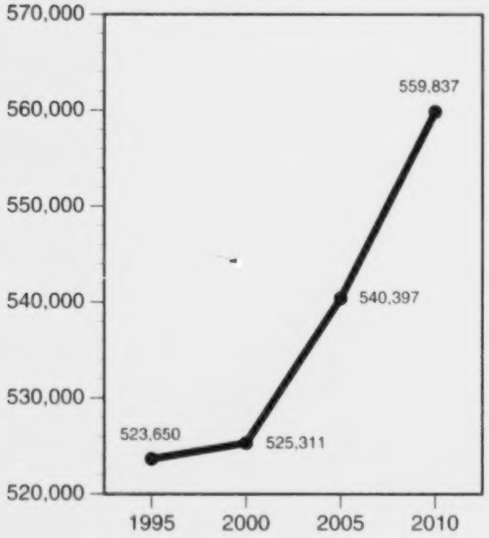
The sources of dissatisfaction are not all cost items. Employers can provide opportunities for learning new skills and for improving existing skills at low cost. No research has examined the morale or turnover of education support staff, but career development and recognition for service increases the morale of midlevel administrative staff, which in turn decreases the intent to leave.[8] ESP staff morale and stability are apt to increase when employers recognize and develop internal talent for promotion and advancement.

Collective bargaining agreements or contracts covered about 75 percent of the respondents. But employees often did not know or understand all the provisions of their contracts. About one-third did not know whether employees in their classification were covered by "just cause" provisions protecting them from arbitrary or unfair dismissals; involuntary transfers from one work site to another; or were subject to a layoff and recall procedure based on job security. Vulnerability to abuse increases when employees do not know their rights under such fundamental tenets of collective bargaining contracts.

Many respondents were unaware of the

FIGURE 6

PROJECTED SIZE OF FULL-TIME ESP WORKFORCE 1995-2005



SOURCE: NEA ESP Data Book: A Work Force and Membership Profile of Educational Support Personnel *(July 1996).*

TABLE 2

PROJECTED SIZE OF ESP WORKFORCE, BY JOB GROUP

	1995	2010	% Change
Bldg./Grounds	93,521	97,061	3.78
Security	34,302	35,355	3.36
Food	62,001	64,167	3.49
Health/Stud.	10,981	11,427	4.06
Paraprofessional	75,319	78,830	4.66
Clerical	364,496	401,518	10.16
Technical	64,457	67,602	4.88
Trades	39,390	40,958	3.98
Transportation	12,354	12,872	4.19
TOTAL	756,821	809,890	7.01

SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members.

TABLE 3

ESP WORKFORCE: FULL-TIME AVERAGE SALARIES

	1993-94	1994-95	% Change
Bldg./Grounds	$18,526	$19,751	6.61
Security	23,670	25,765	8.85
Food	12,970	12,795	(1.35)
Health/Stud.	33,825	31,195	(7.78)
Paraprofessional	12,409	13,605	9.64
Clerical	19,067	20,082	5.32
Technical	28,828	31,404	8.94
Trades	29,167	28,117	(3.60)
Transportation	22,763	18,724	(17.74)
TOTAL	$20,203	$21,176	4.82

SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members.

specifics of outsourcing: Over one-half did not know whether any of nine companies that frequently provide services to colleges and universities held service contracts on their campuses. Awareness will increase, though, since this issue has gained national attention.

The majority of respondents were satisfied with job security, but 28 percent called downsizing and layoffs major concerns. This view was also reflected in responses to contracting out—a threat to job security unless covered by contract.[9]

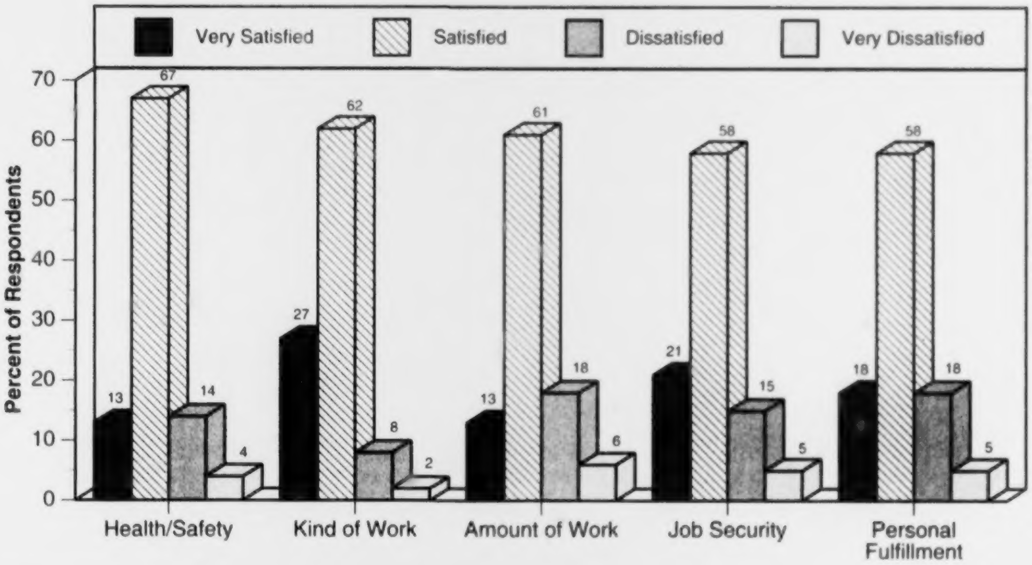
CONCLUSION

Collecting national data on ESP working conditions is an important first step that should lead to comparisons over time. But perhaps as important will be disaggregating the results by sex, race, job group, and institution, since each category may reveal significant differences in satisfactions or concerns. Broad patterns may obscure differences between individual campuses, revealed only by local studies.[10] Campus-based studies may use the national data as a baseline against which to measure themselves.

Education support personnel who work in higher education are dedicated, loyal, and diverse and provide critical services. NEA's study has yielded important information and provides guideposts for beginning the process of addressing ESP concerns.

FIGURE 7

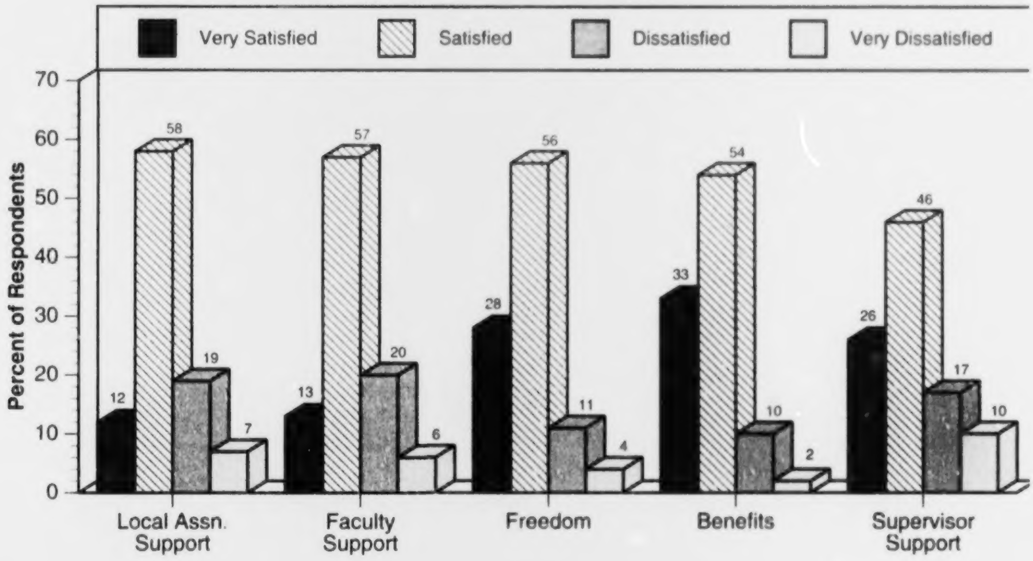
SATISFACTION WITH ESP JOB



SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members.

FIGURE 8

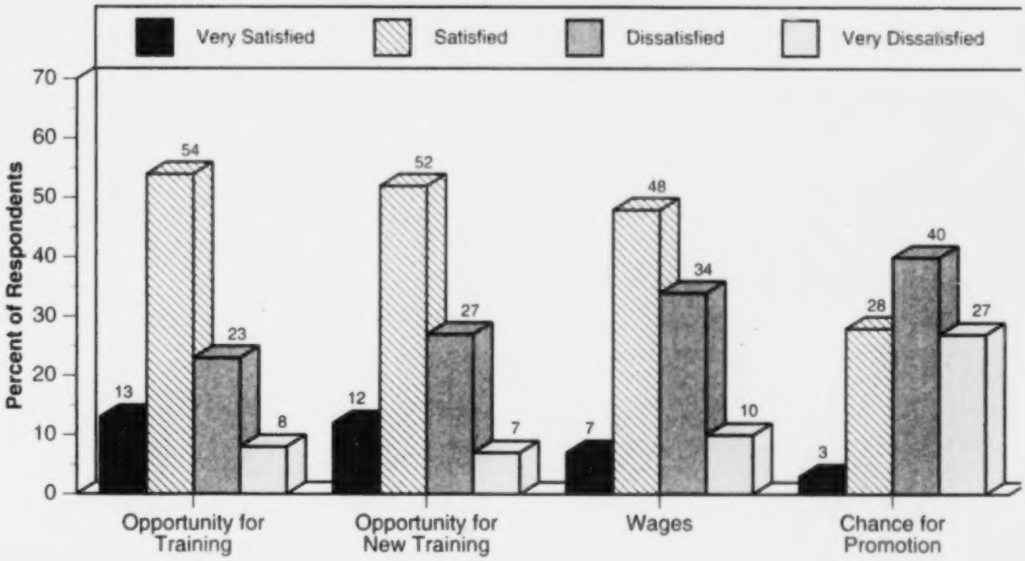
SATISFACTION WITH ESP JOB (CONTINUED)



SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members.

FIGURE 9

SATISFACTION WITH ESP JOB (CONTINUED)



SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members.

NOTES

[1] *NEA ESP Data Book*, 1996.

[2] NEA *Update*, 1997. Data source is the 1993 Staff Survey, part of the Integrated Postsecondary Education Data System (IPEDS), an annual survey conducted by the National Center for Education Statistics, a division of the U.S. Department of Education.

[3] Ibid. IPEDS survey divides higher education employees into eight occupational categories: faculty, research-teaching assistants, clerical-secretarial, executive-administrative-managerial, other professional, service-maintenance, skilled crafts, and technical-paraprofessionals.

[4] *NEA ESP Data Book*, 1996, ix.

[5] Ibid.

[6] Ibid. The report also provides averages for the 1991-1995 ESP job group.

[7] Ibid., IV-53. Sources for the *NEA ESP Data Book* included national data sets such as the *Current Population Survey* and the *U.S. Census of Population* as well as the NEA membership files.

[8] Johnsrud, 1996; Johnsrud, Heck, and Rosser, 1998.

[9] Rhoades and Maitland, 1998. Here is NEA's official policy on outsourcing: "The National Education Association opposes subcontracting/contracting out in all public school districts and educational institutions. The Association further believes that school districts and education institutions should not enter into subcontracting agreements that transfer or displace education employees, that replace full-time positions with temporary, part-time or volunteer workers or that abrogate previously contracted benefits, reduce compensation, deny fringe benefits, and/or reduce or eliminate accumulated retirement experience and benefits. …" (*NEA 1997-98 Handbook*, F-25, 313).

[10] Johnsrud, 1996.

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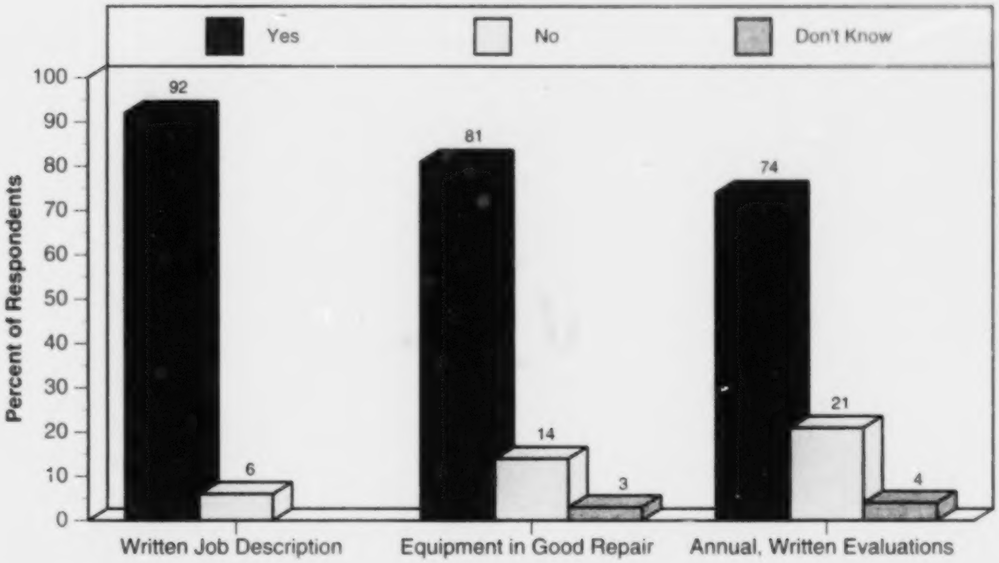
FIGURE 10

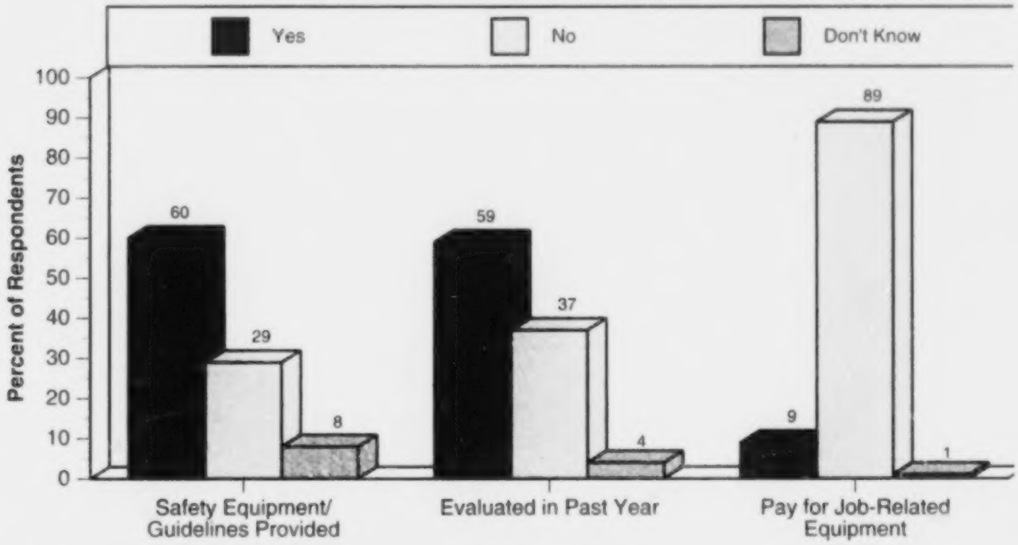
WORKING CONDITIONS OF ESP JOB



SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members

FIGURE 11

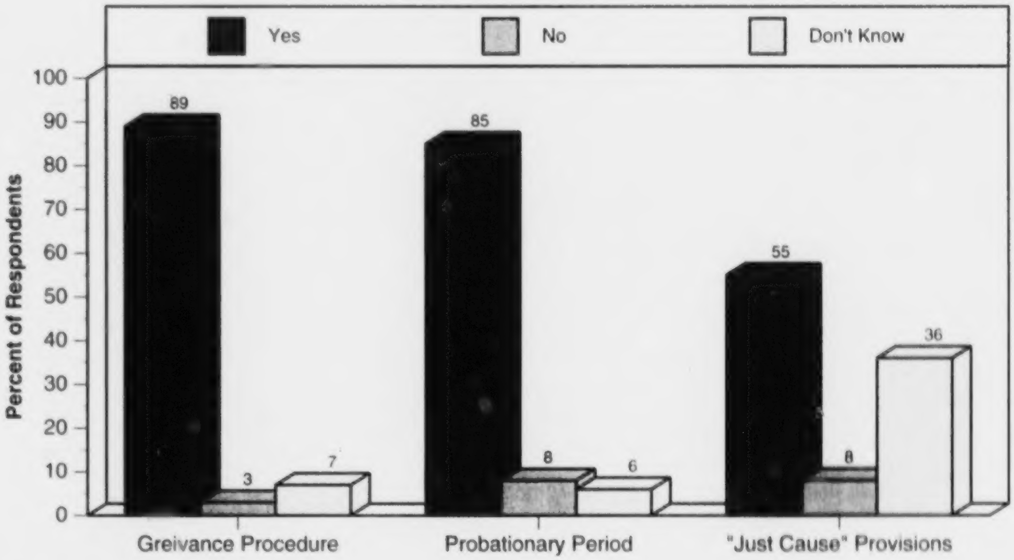
WORKING CONDITIONS OF ESP JOB (CONTINUED)



SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members

FIGURE 12

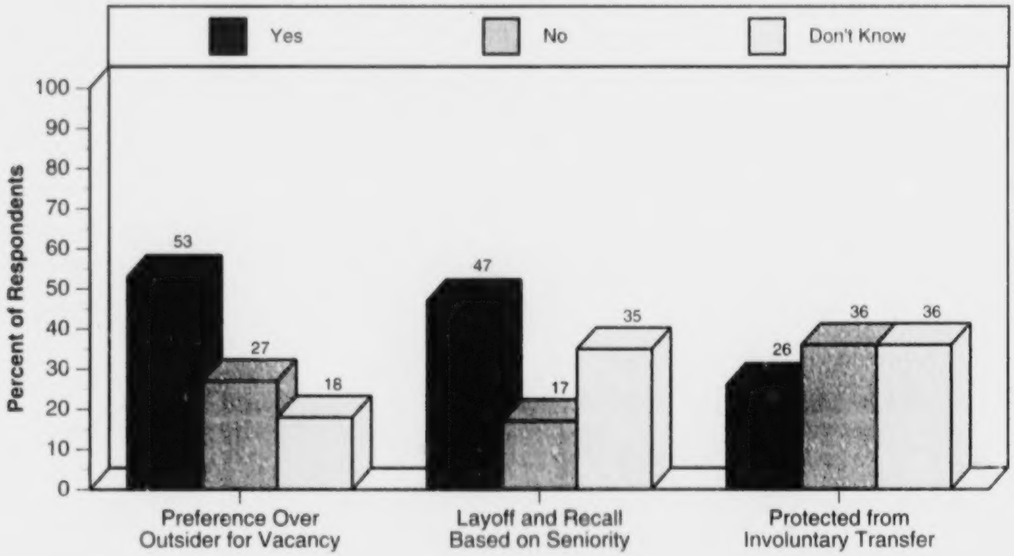
JOB RELATED ISSUES



SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members.

FIGURE 13

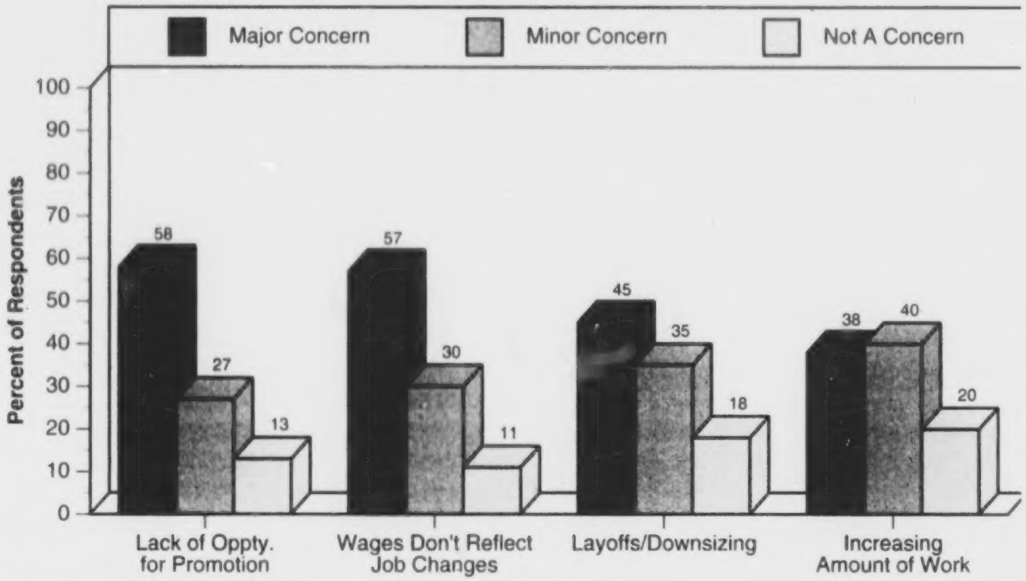
JOB-RELATED ISSUES (CONTINUED))



SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members.

FIGURE 14

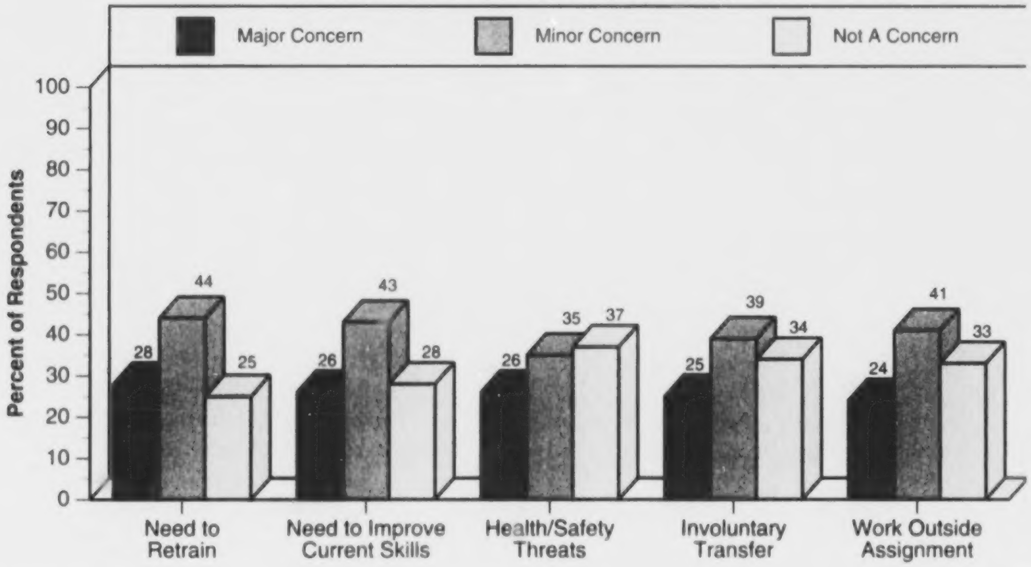
MAJOR CONCERNS WITH ESP JOB



SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members.

FIGURE 15

MAJOR CONCERNS WITH ESP JOB (CONTINUED))



SOURCE: 1997 NEA Survey of Higher Education Support Personnel Members.

National Education Association. *NEA 1997-98 Handbook*. Washington, D.C.: National Education Association, 1997.

National Education Association ESP Information Center. *NEA ESP Data Book: A Workforce and Membership Profile of Educational Support Personnel*. Washington, D.C: National Education Association, 1996.

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PART II
FACULTY SALARY REPORT

1997-98 FACULTY SALARY REPORT

The 1997-98 institutional faculty salary report provides salary and compensation information for the 3,216 institutions in NEA's faculty salary universe. The data are organized by state, institutional type, and control. The data are provided by the U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System's Preliminary Salary Data for 1997-98.

The detailed data reported are for faculty on 9/10 month contracts only (barring the percent of faculty on 11/12 month contracts column). A national summary of faculty on 11/12 month contracts follows. Changes in average faculty salaries are reported only for institutions responding to the NCES's Salary Surveys in both 1996-97 and 1997-98. All dollar amounts are reported in thousands of dollars.

Definitions for the institutional report column headings are as follows:

PROF ($):	Average salary for professors on 9/10 month contracts, in thousands of dollars.
ASSC ($):	Average salary for associate professors on 9/10 month contracts, in thousands of dollars.
ASST ($):	Average salary for assistant professors on 9/10 month contracts, in thousands of dollars.
INST/ LECT ($):	Average salary for instructors and/or lecturers on 9/10 month contracts, in thousands of dollars.
NO RANK ($):	Average salary for faculty on 9/10 month contracts with no rank, in thousands of dollars.
AVG ($):	Average salary for faculty on 9/10 month contracts, in thousands of dollars.
% CHG (%):	Percent change in average faculty salary from 1996-97 to 1997-98.
# OF FAC (#):	Number of full-time faculty on 9/10 month contracts.

% FEM (%): Percent of faculty on 9/10 month contracts that are female.

% TNRD (%): Percent of faculty on 9/10 month contracts that are tenured.

% 11/12 (%): Percent of all faculty in the institution that are on 11/12 month contracts.

AVG BENE ($): Average benefits for faculty on 9/10 month contracts, in thousands of dollars.

The following notes are used throughout the report:

(1) Based on data as reported by the institution.

(2) Nonresponding institution, data are not imputed.

(3) Nonresponding institution, data are imputed based on previous year.

+ Data suppressed for confidentiality purposes.

* Due to suppression of data in one or more ranks for confidentiality purposes, the institution's average salary has been computed from the averages shown in the ranks of this report.

AVERAGE SALARY, BENEFITS, NUMBER OF FACULTY AND PERCENT OF FACULTY TENURED, FACULTY ON 11/12 MONTH CONTRACTS BY INSTITUTIONAL TYPE AND CONTROL 1997-98

	Control		
Offering Level	Public	Independent	Average of All Faculty
AA			
Average salary	$44,678	$32,849	$43,804
Number of faculty	13,158	1,106	14,264
Average benefits	$10,154	$6,019	$9,839
Percent tenured	66.5%	58.8%	66.4%
BA			
Average salary	$51,305	$42,861	$44,157
Number of faculty	464	2,084	2,548
Average benefits	$11,041	$8,248	$8,758
Percent tenured	53.0%	51.7%	52.0%
BA+			
Average salary	$61,735	$47,314	$53,601
Number of faculty	3,313	4,323	7,636
Average benefits	$13,876	$10,964	$12,237
Percent tenured	69.9%	42.7%	57.9%
Doctoral			
Average salary	$73,105	$68,233	$71,877
Number of faculty	27,215	9,436	36,651
Average benefits	$15,748	$15,299	$15,637
Percent tenured	61.2%	43.5%	56.9%

SOURCE: NCES, IPEDS Preliminary Faculty Salary Data, *1997-98.*

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
ALABAMA												
Public Institutions												
AA												
ALABAMA AVIATION & TECH C (1)	--	--	--	--	40.8	*40.8	--	16	13	81	0	9.5
ALABAMA SOUTHERN CC (1)	--	--	--	--	38.8	38.8	4.4	33	45	79	8	9.2
BESSEMER STATE TECH C (1)	--	--	--	--	39.7	39.7	1.1	34	59	91	17	9.4
BEVILL STATE CC (1)	--	--	--	--	38.4	38.4	1.8	77	39	84	13	9.3
BEVILL STATE CC-BREWER CAMPUS (2)	--	--	--	--	--	--	--	--	--	--	--	--
BISHOP STATE CC (1)	--	--	--	--	37.3	37.3	0.6	108	54	84	4	8.9
CENTRAL ALABAMA CC (1)	--	--	--	--	37.9	37.9	2.3	45	42	73	4	--
CHATTAHOOCHEE VALLEY CC (1)	--	--	--	--	38.5	38.5	1.6	36	53	72	0	11.5
CHAUNCEY SPARKS STATE TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOUGLAS MACARTHUR STATE TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ENTERPRISE STATE JR C (1)	--	--	--	--	40.5	40.5	0.9	36	47	89	0	9.9
GADSDEN STATE CC (1)	--	--	--	--	39.1	39.1	-0.4	117	49	86	0	9.3
GEORGE C WALLACE STATE CC-HANCEVILLE (1)	--	--	--	--	35.5	35.5	-0.4	113	58	78	0	8.8
GEORGE C WALLACE STATE CC-DOTHAN (1)	--	--	--	--	40.0	40.0	5.6	91	54	97	4	9.6
GEORGE C WALLACE STATE CC-SELMA (1)	--	--	--	--	37.8	37.8	-0.7	55	49	80	0	9.1
HARRY M AYERS STATE TECH C (1)	--	--	--	--	37.6	37.6	-4.3	24	46	38	14	9.1
J F DRAKE STATE TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
JAMES H FAULKNER STATE CC (1)	--	--	--	--	36.7	36.7	2.0	38	47	82	27	8.8
JEFFERSON DAVIS CC (1)	--	--	--	--	36.6	36.6	2.1	37	43	81	20	9.1
JEFFERSON STATE CC (1)	--	--	--	--	38.9	38.9	-3.4	87	56	79	4	--
JOHN C CALHOUN STATE CC (1)	--	--	--	--	39.6	39.6	0.8	119	54	88	0	9.5
JOHN M PATTERSON STATE TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
LAWSON STATE CC (1)	--	--	--	--	39.7	39.7	-0.1	56	54	88	0	9.9
LURLEEN B WALLACE JR C (1)	--	--	--	--	36.7	36.7	1.8	24	42	75	0	9.1
NORTHEAST ALABAMA STATE CC (1)	--	--	--	--	38.4	38.4	-0.2	31	55	84	14	9.0
NORTHWEST SHOALS CC (1)	--	--	--	--	39.0	39.0	1.4	68	43	88	3	10.7
NORTHWEST SHOALS CC-PHIL CAMPBELL (2)	--	--	--	--	--	--	--	--	--	--	--	--
REID STATE TECH C (1)	--	--	--	--	+	+	--	1	100	100	96	10.1
SHELTON STATE CC (1)	--	--	--	--	33.8	33.8	0.2	73	64	71	10	8.6
SNEAD STATE CC (1)	--	--	--	--	37.4	37.4	10.8	13	54	77	48	8.9
SOUTHERN UNION STATE CC (1)	--	--	--	--	36.0	36.0	-0.8	76	63	78	1	8.9
TRENHOLM STATE TECH C (1)	--	--	--	--	+	+	--	1	0	0	97	7.5
U OF ALABAMA AT BIRMINGHAM-WALKER C (1)	--	--	--	--	34.0	34.0	1.8	17	18	82	0	10.9
BA												
ATHENS STATE C (1)	51.4	45.9	40.6	--	--	44.9	0.6	64	42	80	10	10.2
BA+												
ALABAMA STATE U (1)	49.5	42.4	37.3	29.5	--	38.3	1.0	215	46	42	2	8.7
AUBURN U-MONTGOMERY (1)	54.4	42.8	36.2	29.0	--	41.6	1.3	170	39	64	14	9.6
JACKSONVILLE STATE U (1)	51.8	41.2	38.1	33.5	+	*39.8	--	185	46	39	29	11.4
TROY STATE U-DOTHAN (1)	47.8	46.2	37.2	--	--	*42.3	--	43	40	35	14	7.4
TROY STATE U-MAIN CAMPUS (1)	51.1	43.5	36.6	26.7	--	38.6	1.9	131	46	56	40	6.9
TROY STATE U-MONTGOMERY (1)	--	+	+	--	--	+	18.3	7	29	0	79	4.1
TROY STATE U-PHENIX CITY (1)	--	--	--	--	--	--	--	--	--	--	--	--
U OF MONTEVALLO (1)	47.1	40.9	32.0	28.7	--	38.8	-2.2	128	41	58	0	9.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
U OF NORTH ALABAMA (1)	50.4	44.6	38.1	33.5	- -	43.2	0.8	177	41	77	8	10.5
U OF SOUTH ALABAMA-BALDWIN (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
U OF WEST ALABAMA (1)	40.6	34.9	30.4	21.0	- -	*33.4	- -	33	42	48	65	7.9
DOCTORAL												
ALABAMA A&M U (1)	46.7	36.3	37.3	30.2	- -	38.8	0.8	291	32	50	5	9.5
AUBURN U MAIN CAMPUS (1)	62.9	46.7	40.7	27.5	- -	48.5	2.2	724	26	71	37	11.1
THE U OF ALABAMA (1)	66.3	48.9	40.3	28.3	- -	50.8	- -	717	30	67	4	14.5
U OF ALABAMA AT BIRMINGHAM (1)	65.6	47.7	40.0	29.5	- -	*48.1	- -	310	28	66	55	14.1
U OF ALABAMA IN HUNTSVILLE (1)	63.3	45.4	41.1	29.8	+	*46.1	- -	224	34	54	18	13.3
U OF SOUTH ALABAMA (1)	60.2	47.9	41.1	32.5	- -	*47.5	- -	296	28	59	31	11.4
Independent Institutions												
AA												
FAULKNER U-BIRMINGHAM (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
FAULKNER U-FLORENCE (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
FAULKNER U-HUNTSVILLE (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
FAULKNER U-MOBILE (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
MARION MILITARY INST (1)	- -	- -	- -	- -	26.3	26.3	- -	23	30	22	4	2.7
SOUTHERN CC (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
BA												
CONCORDIA C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
FAULKNER U (1)	43.3	38.6	32.3	23.9	- -	*34.2	17.8	25	44	48	32	7.0
HUNTINGDON C (1)	42.9	38.0	33.9	- -	- -	*37.2	- -	42	36	69	2	8.4
INTL BIBLE C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
JUDSON C (1)	43.6	+	32.4	- -	- -	*35.7	5.1	22	55	32	0	5.6
MILES C (3)	- -	- -	- -	- -	- -	+	- -	32	- -	- -	- -	- -
OAKWOOD C (1)	35.6	34.0	31.6	- -	- -	*32.8	2.7	67	54	25	17	7.3
SELMA U (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
STILLMAN C (1)	40.5	34.5	29.1	28.9	- -	*35.3	- -	29	52	66	0	15.8
TALLADEGA C (1)	31.7	30.7	29.9	25.7	- -	*30.2	1.7	36	44	42	10	4.6
BA+												
BIRMINGHAM SOUTHERN C (1)	55.3	45.4	38.1	- -	- -	*47.6	- -	91	34	66	0	12.8
SOUTHEASTERN BIBLE C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
SPRING HILL C (1)	48.0	38.4	34.5	- -	- -	41.5	4.4	60	30	73	0	9.1
TUSKEGEE U (1)	48.1	41.2	34.0	26.9	- -	37.5	- -	227	30	43	0	6.8
U OF MOBILE (1)	36.4	33.1	29.5	23.0	- -	31.0	-0.1	85	58	21	11	7.4
DOCTORAL												
SAMFORD U (1)	67.5	49.4	38.0	30.9	- -	51.2	0.1	180	42	50	25	12.2
SOUTHERN CHRISTIAN U (1)	+	- -	- -	- -	- -	+	- -	2	0	0	71	5.4
U.S. SPORTS ACAD (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -

ALASKA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
PRINCE WILLIAM SOUND CC (1)	65.4	+	- -	- -	- -	*65.4	4.4	6	83	100	0	18.1
BA+												
U OF ALASKA ANCHORAGE (1)	64.4	51.9	42.7	39.0	45.5	*51.6	- -	340	40	64	2	15.4
U OF ALASKA SOUTHEAST (1)	60.0	52.2	39.1	28.5	+	*46.3	-2.8	66	42	41	3	13.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
DOCTORAL												
U OF ALASKA FAIRBANKS (1)	65.9	53.5	44.2	36.5	37.0	51.7	1.6	233	31	59	5	15.3
Independent Institutions												
BA												
SHELDON JACKSON C (1)	35.7	+	30.4	--	--	*32.4	2.3	13	38	0	19	6.1
BA+												
ALASKA PACIFIC U (1)	49.3	42.7	39.6	36.0	--	*42.3	--	30	50	0	3	9.5
ARIZONA												
Public Institutions												
AA												
ARIZONA WESTERN C (1)	--	--	--	--	38.3	38.3	3.9	98	50	100	0	8.1
CENTRAL ARIZONA C (1)	--	--	--	--	45.2	45.2	4.2	75	41	0	15	8.7
CHANDLER/GILBERT CC (1)	--	--	--	--	57.4	57.4	1.2	49	55	67	0	11.3
COCHISE C (1)	--	--	--	--	38.8	38.8	-3.5	90	42	0	13	6.4
COCONINO COUNTY CC (1)	--	--	--	--	42.1	42.1	--	25	52	0	0	7.6
DINE C (1)	--	--	--	--	30.0	30.0	8.1	50	46	100	0	5.7
EASTERN ARIZONA C (1)	--	--	--	--	40.7	40.7	4.6	58	26	62	13	11.0
ESTRELLA MOUNTAIN CC (1)	--	--	--	--	51.9	51.9	--	28	57	29	0	10.6
GATEWAY CC (1)	--	--	--	--	58.9	58.9	4.9	57	72	63	0	11.5
GLENDALE CC (1)	--	--	--	--	61.4	61.4	3.2	193	45	85	0	11.8
MESA CC (1)	--	--	--	--	59.9	59.9	2.5	221	47	77	0	11.6
MOHAVE CC (1)	--	--	--	--	39.5	39.5	2.5	50	44	0	0	7.6
NORTHLAND PIONEER C (1)	--	--	--	--	35.0	35.0	-1.1	53	43	85	12	6.2
PARADISE VALLEY CC (1)	--	--	--	--	57.9	57.9	0.4	58	50	67	0	11.3
PHOENIX C (1)	--	--	--	--	61.2	61.2	3.2	137	64	77	0	11.7
PIMA CC (1)	--	--	--	--	43.9	43.9	0.5	288	50	0	0	7.2
RIO SALADO CC (1)	--	--	--	--	59.1	59.1	0.3	15	53	67	0	11.5
SCOTTSDALE CC (1)	--	--	--	--	59.9	59.9	1.7	120	41	78	0	11.6
SOUTH MOUNTAIN CC (1)	--	--	--	--	59.9	59.9	4.1	41	61	83	0	11.6
YAVAPAI C (1)	--	--	--	--	40.9	40.9	1.6	83	37	0	0	7.5
BA+												
ARIZONA STATE U-EAST (2)	--	--	--	--	--	--	--	--	--	--	--	--
ARIZONA STATE U-WEST (1)	74.6	57.5	47.2	39.7	+	*54.4	--	189	49	45	0	10.7
DOCTORAL												
ARIZONA STATE U-MAIN CAMPUS (1)	74.0	55.1	45.9	32.1	30.1	58.2	5.4	1,437	31	69	6	11.9
NORTHERN ARIZONA U (1)	62.1	49.2	38.9	30.2	--	47.1	3.9	650	38	57	0	12.9
U OF ARIZONA (1)	76.1	52.9	46.9	43.4	--	62.2	4.0	1,138	28	75	17	12.0
Independent Institutions												
AA												
ARIZONA INST OF BUSINESS & TECHNOLOGY (1)	--	--	--	--	--	--	--	--	--	--	--	--
ARIZONA INST OF BUSINESS & TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
ARIZONA INST OF BUSINESS & TECHNOLOGY (1)	--	--	--	--	--	--	--	--	--	--	--	--
DENVER BUSINESS C (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
ARIZONA BIBLE C (3)	--	--	--	--	--	+	--	2	--	--	--	--
SW CONSERVATIVE BAPTIST BIBLE C (1)	--	--	--	--	[illegible]	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
AMERICAN GRAD SCHL OF INTL MGT (1)	73.6	61.6	50.8	44.2	--	*63.5	--	98	24	54	0	13.5
GRAND CANYON U (3)	--	--	--	--	--	+	--	97	--	--	--	--
OTTAWA U-PHOENIX (1)	--	--	--	--	--	--	--	0	--	--	100	--
PRESCOTT C (3)	--	--	--	--	--	--	--	--	--	--	--	--

ARKANSAS

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
ARKANSAS STATE U-BEEBE BRANCH (1)	+	30.5	32.2	27.6	--	*30.6	3.2	63	41	30	11	8.2
ARKANSAS STATE U-MOUNTAIN HOME (1)	--	--	33.6	28.9	--	*30.1	--	22	32	0	0	8.3
BLACK RIVER TECH C (1)	--	--	--	--	31.1	31.1	--	34	62	0	11	8.9
COSSATOT TECH C (1)	--	--	--	--	29.9	29.9	--	22	59	0	31	--
DELTA TECH INST (2)	--	--	--	--	--	--	--	--	--	--	--	--
EAST ARKANSAS CC (1)	--	--	--	--	33.0	33.0	3.9	35	71	0	17	8.5
GARLAND COUNTY CC (1)	--	--	--	--	36.6	36.6	5.8	42	60	0	13	9.5
MID-SOUTH CC (1)	--	--	--	--	32.6	32.6	2.0	11	55	0	35	--
MISSISSIPPI COUNTY CC (1)	--	--	--	--	34.7	34.7	9.5	39	62	0	9	10.1
NORTH ARKANSAS C (1)	--	--	--	--	36.0	36.0	3.5	54	43	0	16	10.2
NORTHWEST ARKANSAS CC (1)	--	--	--	--	33.7	33.7	8.2	47	55	0	8	8.3
OUACHITA TECH C (1)	--	--	--	--	31.3	31.3	--	26	50	0	7	8.5
OZARKA TECH C (1)	--	--	--	--	30.3	30.3	--	15	60	0	6	9.3
PETIT JEAN C (1)	--	--	--	--	30.6	30.6	--	34	62	100	0	8.7
PHILLIPS CC OF THE U OF AR (1)	--	--	--	--	32.5	32.5	5.4	62	69	0	2	8.1
PULASKI TECH C (1)	--	--	--	--	32.2	32.2	--	46	48	0	6	8.8
RICH MOUNTAIN CC (1)	--	--	--	--	37.6	37.6	6.5	15	47	0	12	9.2
SOUTH ARKANSAS CC (1)	--	--	--	--	36.9	36.9	6.3	30	60	57	30	9.4
SOUTHEAST ARKANSAS TECH C (1)	--	--	--	--	34.0	34.0	--	28	61	0	7	9.6
SOUTHERN ARKANSAS U TECH (1)	--	--	--	--	35.4	35.4	--	28	46	0	3	8.9
U OF ARKANSAS CC-BATESVILLE (1)	--	--	--	--	31.2	31.2	--	21	67	0	0	8.4
U OF ARKANSAS CC AT HOPE (1)	--	--	--	--	30.2	30.2	--	37	38	0	0	9.3
WESTARK C (1)	--	--	--	--	34.4	34.4	8.1	97	45	70	20	--
BA+												
ARKANSAS TECH U (1)	47.8	41.4	35.9	28.5	--	40.1	1.8	168	39	68	10	9.6
HENDERSON STATE U (1)	49.0	41.7	35.8	29.1	--	41.8	3.5	141	36	62	2	10.0
SOUTHERN ARKANSAS U MAIN CAMPUS (1)	51.0	40.5	36.4	29.3	--	*41.4	--	102	41	58	15	10.2
U OF ARKANSAS AT MONTICELLO (1)	48.4	41.2	34.7	29.9	--	*37.0	--	90	34	47	16	8.2
U OF ARKANSAS AT PINE BLUFF (1)	44.4	42.9	36.3	28.8	--	36.4	1.9	121	44	43	31	8.4
U OF CENTRAL ARKANSAS (1)	55.2	45.0	38.6	30.2	--	41.5	1.6	340	44	49	10	9.1
DOCTORAL												
ARKANSAS STATE U-MAIN CAMPUS (1)	58.4	47.7	37.8	29.5	--	43.0	3.4	380	37	48	13	10.8
U OF ARKANSAS AT FAYETTEVILLE (1)	66.8	50.8	42.6	26.6	--	50.5	3.4	535	31	58	35	11.6
U OF ARKANSAS AT LITTLE ROCK (1)	60.2	46.1	42.3	21.5	+	*44.7	--	365	39	59	6	--
U OF ARKANSAS FOR MED SCIENCES (1)	--	46.9	+	26.2	--	*36.6	--	8	100	0	94	8.1

Independent Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
CROWLEYS RIDGE C (1)	+	+	+	--	--	+	--	8	38	0	11	2.7
SHORTER C (1)	--	--	--	--	15.4	15.4	15.8	8	50	0	0	3.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA												
ARKANSAS BAPTIST C (1)	+	+	+	8.2	--	*8.2	-28	14	36	71	36	1.8
CENTRAL BAPTIST C (1)	25.9	+	+	--	--	*25.9	-9.2	13	31	0	0	6.1
HENDRIX C (1)	54.5	44.6	39.6	--	--	*48.3	--	71	27	77	0	14.3
LYON C (1)	54.6	44.4	33.7	--	--	*42.0	-1.8	42	29	40	0	9.3
OUACHITA BAPTIST U (1)	50.9	41.6	36.1	29.3	--	*40.4	--	108	26	53	0	10.7
PHILANDER SMITH C (1)	34.5	25.0	24.0	18.2	--	*24.5	--	35	40	26	0	--
U OF THE OZARKS (1)	37.8	34.5	31.7	--	--	*34.8	--	31	32	65	0	6.2
WILLIAMS BAPTIST C (1)	30.3	+	25.4	--	--	*26.5	4.9	23	52	22	0	9.1
BA+												
HARDING U (1)	46.3	39.3	36.8	26.5	--	*40.9	--	179	28	45	0	9.8
JOHN BROWN U (1)	45.2	38.2	31.4	--	--	*38.8	--	54	20	0	13	8.5
CALIFORNIA												
Public Institutions												
AA												
ALLAN HANCOCK C (1)	--	--	--	--	53.0	53.0	4.3	96	39	79	1	12.1
AMERICAN RIVER C (1)	--	--	--	--	56.4	56.4	12.8	239	46	84	2	10.1
ANTELOPE VALLEY C (1)	63.5	56.5	42.7	57.9	46.8	*57.7	-0.5	107	45	89	3	11.6
BAKERSFIELD C (3)	--	--	--	--	--	+	--	111	--	--	--	--
BARSTOW C (1)	--	--	--	--	54.8	54.8	3.1	25	12	88	0	12.1
BUTTE C (1)	--	--	--	--	55.2	55.2	11.9	128	41	90	2	64.3
CABRILLO C (3)	--	--	--	--	--	+	--	119	--	--	--	--
CANADA C (1)	60.3	49.3	+	--	--	*58.4	--	47	36	96	0	13.0
CERRITOS C (1)	66.8	58.7	55.7	48.9	--	58.3	0.7	236	48	83	0	12.3
CERRO COSO CC (2)	--	--	--	--	--	--	--	--	--	--	--	--
CHABOT C (1)	--	--	--	--	56.4	56.4	6.6	148	39	92	0	11.3
CHAFFEY CC (1)	64.2	57.9	53.4	--	--	62.3	-1.5	137	50	88	0	--
CITRUS C (1)	--	--	--	--	52.2	52.2	0.8	118	40	69	17	12.7
CITY C OF SAN FRANCISCO (3)	--	--	--	--	--	+	--	564	--	--	--	--
COASTLINE CC (3)	--	--	--	--	--	+	--	28	--	--	--	--
COLLEGE OF ALAMEDA (1)	--	--	--	--	--	--	--	0	--	--	100	--
COLLEGE OF MARIN (1)	--	--	--	--	59.5	59.5	2.3	131	47	88	0	10.1
COLLEGE OF SAN MATEO (1)	59.6	50.4	42.1	--	--	*56.4	--	130	42	85	0	11.2
COLLEGE OF THE CANYONS (1)	--	--	--	--	62.0	62.0	9.4	61	48	100	0	9.1
COLLEGE OF THE DESERT (1)	54.3	48.0	44.7	--	--	*50.9	0.3	86	34	84	12	11.9
COLLEGE OF THE DESERT-COPPER MOUNTAIN CAMPUS (2)	--	--	--	--	--	--	--	--	--	--	--	--
COLLEGE OF THE REDWOODS (1)	--	--	--	--	47.9	47.9	-3.7	102	34	75	0	10.2
COLLEGE OF THE SEQUOIAS (1)	--	--	--	--	53.3	53.3	-3.4	143	43	81	0	10.8
COLLEGE OF THE SISKIYOUS (1)	--	--	--	--	43.9	43.9	-0.3	41	41	76	21	10.5
COLUMBIA C (1)	--	--	--	--	51.0	51.0	-0.4	37	32	57	3	17.5
COMPTON CC (2)	--	--	--	--	--	--	--	--	--	--	--	--
CONTRA COSTA C (1)	--	--	--	--	63.2	63.2	--	100	43	78	0	--
COSUMNES RIVER C (1)	--	--	--	--	54.7	54.7	2.1	119	47	75	1	10.2
CRAFTON HILLS C (3)	--	--	--	--	--	+	--	35	--	--	--	--
CUESTA C (1)	--	--	--	--	53.5	53.5	5.1	102	45	80	3	11.6
CUYAMACA C (2)	--	--	--	--	--	--	--	--	--	--	--	--
CYPRESS C (1)	--	--	--	--	57.4	57.4	5.6	213	50	82	0	9.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
DE ANZA C (1)	- -	- -	- -	- -	63.9	63.9	4.4	212	43	86	5	13.1
DIABLO VALLEY C (1)	- -	- -	- -	- -	61.1	61.1	- -	263	44	79	0	- -
EAST LOS ANGELES C (1)	- -	- -	- -	- -	55.2	55.2	9.6	160	43	74	0	11.4
EDUCATIONAL CULTURAL COMPLEX (3)	- -	- -	- -	- -	- -	+	- -	73	- -	- -	- -	- -
EL CAMINO C (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
EVERGREEN VALLEY C (1)	- -	- -	- -	- -	50.3	50.3	-6.8	88	49	83	0	10.9
FEATHER RIVER CC DISTRICT (1)	- -	- -	- -	- -	49.7	49.7	4.3	19	21	95	5	12.7
FOOTHILL C (1)	- -	- -	- -	- -	62.6	62.6	5.5	122	44	85	13	14.3
FRESNO CITY C (1)	- -	- -	- -	- -	59.7	59.7	10.1	208	37	76	6	12.1
FULLERTON C (1)	- -	- -	- -	- -	59.7	59.7	12.6	284	45	82	0	9.5
GAVILAN C (1)	- -	- -	- -	- -	55.7	55.7	-0.7	71	46	79	1	10.0
GLENDALE CC (1)	63.9	59.3	57.6	48.8	53.9	58.3	7.2	201	48	82	0	- -
GOLDEN WEST C (3)	- -	- -	- -	- -	- -	+	- -	170	- -	- -	- -	- -
GROSSMONT C (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
HARTNELL C (1)	- -	- -	- -	- -	49.0	49.0	-2.8	75	39	76	0	12.1
IMPERIAL VALLEY C (1)	57.5	48.5	52.3	44.1	- -	52.3	9.5	75	44	81	1	10.9
IRVINE VALLEY C (1)	- -	- -	- -	- -	61.3	61.3	0.7	94	45	77	0	12.6
KINGS RIVER CC (1)	- -	- -	- -	- -	57.5	57.5	2.5	86	33	70	7	11.9
LAKE TAHOE CC (1)	- -	- -	- -	- -	50.3	50.3	3.9	26	54	69	0	12.1
LANEY C (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
LAS POSITAS C (1)	- -	- -	- -	- -	54.8	54.8	1.1	52	44	81	0	11.2
LASSEN CC (1)	- -	- -	- -	- -	49.9	49.9	0.8	27	26	85	23	14.5
LONG BEACH CITY C (1)	60.3	57.7	47.5	49.3	- -	55.6	-4.5	244	45	90	0	11.4
LOS ANGELES CITY C (1)	- -	- -	- -	- -	55.2	55.2	12.4	189	38	80	1	11.1
LOS ANGELES COUNTY MED CTR SCHL OF NURS (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
LOS ANGELES HARBOR C (1)	- -	- -	- -	- -	57.5	57.5	13.1	94	54	82	1	11.7
LOS ANGELES MISSION C (1)	- -	- -	- -	- -	55.6	55.6	10.7	48	38	75	2	10.7
LOS ANGELES PIERCE C (1)	- -	- -	- -	- -	57.1	57.1	13.4	172	36	88	0	11.3
LOS ANGELES SOUTHWEST C (1)	- -	- -	- -	- -	54.4	54.4	11.3	61	46	75	2	10.4
LOS ANGELES TRADE TECH C (1)	- -	- -	- -	- -	56.0	56.0	13.0	164	43	79	0	11.5
LOS ANGELES VALLEY C (1)	- -	- -	- -	- -	54.9	54.9	11.3	179	40	80	1	11.4
LOS MEDANOS C (1)	- -	- -	- -	- -	59.4	59.4	- -	96	48	77	0	71.6
MENDOCINO C (1)	- -	- -	- -	- -	57.4	57.4	8.5	36	36	94	5	11.2
MERCED C (1)	- -	- -	- -	- -	52.1	52.1	20.7	118	42	80	4	11.4
MERRITT C (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
MIRA COSTA C (1)	- -	- -	- -	- -	58.2	58.2	5.6	86	50	88	1	11.7
MISSION C (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
MODESTO JR C (1)	- -	- -	- -	- -	51.6	51.6	-0.6	183	34	62	5	15.0
MONTEREY PENINSULA C (3)	- -	- -	- -	- -	- -	+	- -	96	- -	- -	- -	- -
MOORPARK C (1)	- -	- -	- -	- -	59.0	59.0	5.3	121	45	91	0	12.2
MOUNT SAN JACINTO C (1)	59.0	53.1	51.5	46.4	- -	*52.3	- -	65	40	78	0	15.5
MT SAN ANTONIO C (1)	- -	- -	- -	- -	58.1	58.1	2.6	250	48	88	7	11.9
NAPA VALLEY C (1)	- -	- -	- -	- -	52.7	52.7	-13	87	46	91	2	9.1
OHLONE C (1)	- -	- -	- -	- -	47.9	47.9	-6.7	128	45	77	0	10.7
ORANGE COAST C (3)	- -	- -	- -	- -	- -	+	- -	240	- -	- -	- -	- -
OXNARD C (1)	- -	- -	- -	- -	57.7	57.7	7.9	65	46	92	0	12.6
PALO VERDE C (1)	- -	- -	- -	- -	48.9	48.9	1.4	19	32	68	0	14.7
PALOMAR C (1)	- -	61.0	- -	48.5	- -	58.1	7.3	265	39	77	0	12.2
PASADENA CITY C (1)	- -	- -	- -	- -	56.9	56.9	13.2	306	47	82	3	11.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
PORTERVILLE C (3)	--	--	--	--	--	+	--	22	--	--	--	--
RANCHO SANTIAGO CC DISTRICT (1)	66.0	44.9	52.4	--	--	62.8	2.6	311	55	82	0	4.6
RIO HONDO C (1)	--	--	--	--	59.2	59.2	2.3	137	46	82	0	15.8
RIVERSIDE CC (1)	70.1	62.0	55.9	47.8	+	*58.3	--	194	48	81	0	13.9
SACRAMENTO CITY C (1)	--	--	--	--	55.7	55.7	2.0	206	51	81	3	9.8
SADDLEBACK C (1)	--	--	--	--	69.3	69.3	-0.2	195	45	93	0	13.2
SAN BERNARDINO VALLEY C (3)	--	--	--	--	--	+	--	95	--	--	--	--
SAN DIEGO CITY C (1)	58.1	51.7	38.0	--	--	54.3	0.5	135	45	90	14	10.2
SAN DIEGO MESA C (1)	58.1	51.4	41.1	--	--	55.0	-6.8	226	42	89	10	10.4
SAN DIEGO MIRAMAR C (1)	59.8	50.0	40.0	--	--	*55.6	--	64	31	94	12	10.5
SAN JOAQUIN DELTA C (3)	--	--	--	--	--	+	--	200	--	--	--	--
SAN JOSE CITY C (1)	--	--	--	--	52.2	52.2	-6.9	107	49	85	0	11.0
SANTA BARBARA CITY C (1)	--	--	--	--	53.4	53.4	3.5	169	46	79	0	11.2
SANTA MONICA C (1)	64.1	64.7	49.2	45.0	--	*62.4	--	248	54	85	0	15.7
SANTA ROSA JR C (1)	--	--	--	--	57.7	57.7	5.2	296	45	77	0	10.4
SHASTA C (1)	--	--	--	--	55.1	55.1	5.0	120	37	86	0	11.4
SIERRA C (3)	--	--	--	--	--	+	--	101	--	--	--	--
SKYLINE C (1)	60.5	48.0	42.6	--	--	*55.8	--	86	45	81	0	11.4
SOLANO COUNTY CC DISTRICT (1)	--	--	--	--	55.4	55.4	4.1	121	42	83	0	--
SOUTHWESTERN C (3)	--	--	--	--	--	+	--	168	--	--	--	--
TAFT C (1)	--	--	--	--	60.1	60.1	8.8	20	30	75	17	17.0
VENTURA C (1)	--	--	--	--	59.7	59.7	5.6	131	41	91	0	12.4
VICTOR VALLEY C (1)	--	--	--	--	54.2	54.2	1.6	73	37	79	0	11.4
VISTA C (1)	--	--	--	--	--	--	--	--	--	--	--	--
WEST HILLS CC (1)	--	--	--	--	51.2	51.2	--	55	38	71	14	--
WEST LOS ANGELES C (1)	--	--	--	--	54.1	54.1	10.7	71	35	76	1	11.0
WEST VALLEY C (2)	--	--	--	--	--	--	--	--	--	--	--	--
YUBA C (2)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
CALIFORNIA MARITIME ACAD (1)	70.7	+	48.4	36.7	--	*57.2	-7.0	36	11	61	0	30.3
BA+												
CA POLYTECH STATE UNIV-SAN LUIS OBISPO (1)	68.6	55.6	43.9	35.6	--	*62.3	--	653	20	75	5	16.6
CALIFORNIA STATE POLYTECH U-POMONA (1)	69.3	56.2	43.9	36.4	--	63.8	--	556	28	81	4	16.9
CALIFORNIA STATE U-BAKERSFIELD (1)	67.2	53.4	41.9	33.7	--	*57.0	--	199	39	69	2	15.6
CALIFORNIA STATE U-CHICO (1)	67.8	54.1	43.5	36.0	--	62.1	2.8	515	29	85	4	16.6
CALIFORNIA STATE U-DOMINGUEZ HILLS (1)	68.0	54.6	43.0	33.9	--	*62.5	--	240	34	82	9	16.5
CALIFORNIA STATE U-FRESNO (1)	67.7	55.0	42.3	35.6	--	61.1	1.7	614	32	78	4	16.6
CALIFORNIA STATE U-FULLERTON (1)	68.2	54.5	43.9	35.3	--	*60.9	--	574	32	76	5	16.3
CALIFORNIA STATE U-HAYWARD (1)	68.3	56.3	45.2	37.1	--	*62.3	--	336	35	82	5	16.7
CALIFORNIA STATE U-LONG BEACH (1)	67.6	55.2	44.8	34.5	--	60.8	--	754	35	75	3	16.2
CALIFORNIA STATE U-MONTEREY BAY (1)	67.3	55.1	42.8	34.4	--	*50.4	--	76	45	18	6	14.3
CALIFORNIA STATE U-NORTHRIDGE (1)	67.6	53.8	43.7	34.7	--	60.3	2.7	670	36	82	6	16.2
CALIFORNIA STATE U-SACRAMENTO (1)	67.7	52.8	42.2	31.1	--	*63.4	--	682	35	85	4	16.8
CALIFORNIA STATE U-SAN BERNARDINO (1)	67.4	55.0	43.8	34.5	--	57.0	3.7	400	39	70	4	15.6
CALIFORNIA STATE U-SAN MARCOS (1)	69.2	53.2	46.4	--	--	*52.5	4.3	154	45	44	3	14.6
CALIFORNIA STATE U-STANISLAUS (1)	66.7	50.7	42.0	34.6	--	55.7	4.5	227	41	66	5	15.3
HUMBOLDT STATE U (1)	66.9	52.6	43.4	--	--	*59.8	--	301	29	77	3	16.1
SAN JOSE STATE U (1)	67.4	56.3	46.3	36.9	--	60.6	--	727	36	76	5	16.3
SONOMA STATE U (1)	67.0	53.0	44.3	--	--	*60.7	--	229	35	77	2	16.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
DOCTORAL												
CALIFORNIA STATE U-LOS ANGELES (1)	67.8	54.5	43.8	33.2	--	59.0	--	535	36	72	7	15.9
NAVAL POSTGRAD SCHL (2)	--	--	--	--	--	--	--	--	--	--	--	--
SAN DIEGO STATE U (1)	68.0	55.3	44.8	36.4	--	60.7	2.9	858	33	78	5	16.3
SAN FRANCISCO STATE U (1)	67.9	55.7	44.4	35.0	--	60.4	3.6	720	40	73	6	16.1
U OF CALIFORNIA-BERKELEY (1)	93.1	61.3	52.3	45.8	50.3	*77.8	--	1,262	26	74	5	9.8
U OF CALIFORNIA-DAVIS (1)	83.4	58.6	50.0	50.4	+	*69.3	3.7	653	28	66	39	9.2
U OF CALIFORNIA-IRVINE (1)	85.7	60.0	49.6	44.6	+	*68.4	--	606	27	72	9	9.1
U OF CALIFORNIA-LOS ANGELES (1)	92.6	60.4	52.6	49.9	47.7	76.0	2.4	1,336	26	70	11	9.7
U OF CALIFORNIA-RIVERSIDE (1)	81.5	55.4	49.8	37.4	+	*63.8	--	380	29	66	12	8.8
U OF CALIFORNIA-SAN DIEGO (1)	88.0	59.7	49.0	46.2	52.0	*72.9	--	692	21	79	8	9.5
U OF CALIFORNIA-SAN FRANCISCO (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF CALIFORNIA-SANTA BARBARA (1)	86.3	56.3	47.5	42.4	--	69.1	--	718	26	76	3	9.2
U OF CALIFORNIA-SANTA CRUZ (1)	78.1	55.4	46.0	46.3	45.8	62.6	--	417	37	70	3	8.7
Independent Institutions												
AA												
D-Q U (1)	--	--	--	--	+	+	--	2	100	0	60	4.5
DON BOSCO TECH INST (1)	--	--	--	--	+	+	--	1	0	100	0	3.4
FOUNDATION C (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS & TECH-HAYWARD (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS & TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS-OAKLAND (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS-SACRAMENTO (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS-SALINAS (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS-SAN FRANCISCO (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS-STOCKTON (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF TECHNOLOGY-HAYWARD (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF TECHNOLOGY-SACRAMENTO (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF TECH-SAN FRANCISCO (1)	--	--	--	--	--	--	--	0	--	--	100	--
HUMPHREYS C (2)	--	--	--	--	--	--	--	--	--	--	--	--
KELSEY-JENNEY C (2)	--	--	--	--	--	--	--	--	--	--	--	--
KELSEY-JENNEY C (3)	--	--	--	--	--	+	--	14	--	--	--	--
MARYMOUNT C (1)	50.8	42.8	37.6	--	--	*43.9	--	41	54	0	0	11.7
BA												
ART INST OF SOUTHERN CALIFORNIA (1)	+	+	+	--	--	+	3.4	9	44	0	0	9.3
CHARLES R DREW U OF MEDICINE & SCIENCE (1)	--	--	--	--	--	--	--	0	--	--	100	--
CHRISTIAN HERITAGE C (1)	39.2	31.3	25.6	--	--	*31.3	--	19	32	0	0	7.0
CLAREMONT MCKENNA C (1)	84.3	59.0	44.9	--	--	*67.5	2.0	85	28	65	0	14.9
COGSWELL C (1)	+	43.7	+	--	--	*43.7	2.7	10	20	0	23	7.1
HUMPHREYS C-STOCKTON (1)	--	--	--	--	--	--	--	0	--	--	100	--
LIFE BIBLE C (1)	35.8	--	--	--	--	35.8	2.5	9	44	0	0	7.9
LOUISE SALINGER ACAD OF FASHION (1)	--	--	--	--	--	--	--	0	--	--	100	--
MENLO C (1)	--	--	--	--	--	--	--	0	--	--	100	--
PATTEN C (3)	--	--	--	[illegible]	[illegible]	+	--	7	--	--	--	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene. ($)
PITZER C (1)	73.9	50.2	43.0	--	--	*62.1	--	54	31	78	0	16.1
POMONA C (1)	82.0	59.0	45.3	--	--	*64.6	--	152	38	69	0	20.7
SAINT JOHNS SEM C (1)	+	+	+	--	+	+	4.9	6	33	0	0	--
SAN JOSE CHRISTIAN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE UNION INST (1)	--	--	--	--	--	--	--	--	--	--	--	--
THOMAS AQUINAS C (1)	60.7	44.7	--	--	--	*56.7	--	21	19	71	0	15.6
WESTMONT C (1)	54.2	46.7	33.8	--	--	*47.1	--	78	29	60	0	13.3
WHITE MEMORIAL MED CTR SCHL OF NURSING (2)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
AMERICAN BAPTIST SEM OF THE WEST (1)	--	--	--	--	--	--	--	0	--	--	100	--
AMERICAN FILM INST-CTR ADV FILM & TV STUDIES (1)	48.0	--	--	--	--	48.0	--	5	0	100	0	--
ANTIOCH U-LOS ANGELES BRANCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
ANTIOCH U-SANTA BARBARA BRANCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
ART CTR C OF DESIGN (1)	--	--	--	--	--	--	--	0	--	--	100	--
BETHANY C OF THE ASSEMBLIES OF GOD (1)	44.3	39.0	25.5	--	--	*35.0	--	21	29	67	0	11.4
CALIFORNIA BAPTIST C (1)	49.5	39.1	32.6	--	--	*40.2	--	57	35	40	21	9.8
CALIFORNIA C OF ARTS & CRAFTS (1)	--	--	--	--	--	--	--	0	--	--	100	--
CALIFORNIA INST OF THE ARTS (1)	--	--	--	--	47.1	47.1	5.5	124	35	0	1	9.3
CALIFORNIA LUTHERAN U (1)	52.3	42.5	39.9	32.6	--	*44.5	--	89	37	56	4	12.7
CHAPMAN U (1)	72.0	58.3	46.8	34.3	--	56.0	4.9	174	38	44	5	13.5
CHAPMAN U-ACADEMIC CTRS (2)	--	--	--	--	--	--	--	--	--	--	--	--
COLEMAN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
COLLEGE OF NOTRE DAME (1)	66.2	52.8	40.5	--	--	*55.5	--	52	58	52	16	8.1
CONCORDIA U (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOMINICAN C OF SAN RAFAEL (1)	61.5	46.6	40.3	--	--	*49.3	--	40	60	15	9	--
FRESNO PACIFIC U (1)	--	--	--	--	53.2	53.2	38.3	60	32	0	9	9.2
GOLDEN GATE U-IRVINE (1)	--	--	--	--	--	--	--	--	--	--	--	--
GOLDEN GATE U-LOS ALTOS (1)	--	--	--	--	--	--	--	--	--	--	--	--
GOLDEN GATE U-LOS ANGELES (1)	--	--	--	--	--	--	--	--	--	--	--	--
GOLDEN GATE U-MONTEREY (1)	--	--	--	--	--	--	--	--	--	--	--	--
GOLDEN GATE U-SACRAMENTO (1)	--	--	--	--	--	--	--	--	--	--	--	--
GOLDEN GATE U-SAN JOSE (1)	--	--	--	--	--	--	--	--	--	--	--	--
GOLDEN GATE U-WALNUT CREEK (1)	--	--	--	--	--	--	--	--	--	--	--	--
HARVEY MUDD C (1)	88.1	65.7	51.8	--	--	71.3	0.2	70	24	69	0	17.6
HOLY NAMES C (1)	51.9	43.0	34.9	--	--	*42.2	--	51	71	43	0	--
HOPE INTL U (1)	+	38.1	34.2	--	--	*37.0	-0.0	16	19	0	54	8.3
KEIMYUNG BAYLO U (1)	--	--	--	--	--	--	--	--	--	--	--	--
LINCOLN U (3)	--	--	--	--	--	+	--	9	--	--	--	--
LOYOLA MARYMOUNT U (1)	84.0	60.4	44.9	74.9	--	68.3	3.8	338	33	70	0	10.1
MILLS C (1)	68.1	50.4	44.4	--	--	*56.8	--	78	53	69	0	14.1
MONTEREY INST OF INTL STUDIES (1)	69.1	53.0	44.3	38.4	--	*54.6	--	62	47	5	3	13.3
MOUNT SAINT MARYS C (1)	+	+	+	--	--	+	19.3	7	86	57	91	--
NATIONAL U (1)	64.1	49.3	40.7	38.1	--	45.2	--	93	40	0	0	7.4
NEW C OF CALIFORNIA (2)	--	--	--	--	--	--	--	--	--	--	--	--
OCCIDENTAL C (1)	71.8	53.8	45.3	38.5	--	57.5	6.5	138	43	67	0	13.6
OTIS C OF ART & DESIGN (1)	40.0	37.1	+	--	--	*37.8	2.6	16	50	0	0	8.0
PACIFIC OAKS C (3)	--	--	--	--	--	+	--	15	--	--	--	--
PACIFIC UNION C (3)	--	--	--	--	--	+	--	102	--	--	--	--
PHILLIPS GRAD INST (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
POINT LOMA NAZARENE C (1)	55.3	44.0	35.8	31.0	--	45.5	1.0	108	39	35	0	11.1
SAINT JOHNS SEM (1)	+	+	--	--	--	+	3.4	5	20	0	0	--
SAINT MARYS C OF CALIFORNIA (1)	67.6	53.8	39.3	--	--	*56.1	--	155	41	63	5	12.6
SAMUEL MERRITT C (1)	+	60.6	51.2	--	--	*53.1	3.2	33	85	0	11	12.5
SAN FRANCISCO ART INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAN FRANCISCO CONSERVATORY OF MUSIC (1)	--	--	--	--	46.2	46.2	10.2	27	41	0	0	7.6
SAN JOAQUIN C OF LAW (1)	--	--	--	--	--	--	--	0	--	--	100	--
SCRIPPS C (1)	73.2	54.3	42.3	--	--	58.6	--	56	54	70	0	14.6
SIMPSON C (1)	46.4	40.5	32.9	31.7	--	*36.1	6.3	39	26	0	9	--
SOUTH BAYLO U (1)	--	--	--	--	--	--	--	0	--	--	100	--
SOUTHERN CALIFORNIA C (1)	52.8	46.1	38.2	--	--	*44.9	--	50	30	42	0	6.6
SOUTHERN CA INST OF ARCHITECTURE (3)	--	--	--	--	--	--	--	--	--	--	--	--
STARR KING SCHL FOR MINISTRY (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE MASTERS C (1)	46.7	43.0	36.2	--	--	*43.4	6.5	28	21	0	26	8.6
THE NATIONAL HISPANIC U (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE U OF WEST LOS ANGELES (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF JUDAISM (1)	70.5	+	+	--	--	*70.5	-9.5	9	33	78	0	11.7
U OF REDLANDS (1)	62.2	49.0	41.9	--	--	*54.2	--	102	38	75	0	12.4
WEST COAST U (3)	--	--	--	--	--	--	--	--	--	--	--	--
WESTERN U OF HLTH SCIENCES (1)	--	--	--	--	--	--	--	0	--	--	100	--
WHITTIER C (1)	77.2	51.5	40.4	34.8	--	60.6	7.4	111	37	70	0	12.0
WOODBURY U (1)	52.1	44.6	40.7	--	--	*44.4	--	26	38	0	0	10.6
DOCTORAL												
AZUSA PACIFIC U (3)	--	--	--	--	--	+	--	104	--	--	--	--
BIOLA U (1)	52.6	43.2	34.1	30.4	--	42.8	2.1	125	28	58	6	11.1
CALIFORNIA INST OF INTEGRAL STUDIES (3)	--	--	--	--	--	--	--	--	--	--	--	--
CALIFORNIA INST OF TECHNOLOGY (1)	140.8	--	--	--	--	140.8	4.1	6	0	100	98	32.6
CALIFORNIA SCHL OF PROF PSYCH-ALAMEDA (1)	63.4	54.2	+	--	--	*57.8	4.2	27	41	0	0	11.6
CALIFORNIA SCHL OF PROF PSYCH-FRESNO (1)	45.2	42.1	+	--	--	*43.8	--	14	29	0	33	9.0
CALIFORNIA SCHL OF PROF PSYCH-LA (1)	54.1	43.6	40.3	--	--	45.9	--	35	57	0	0	8.0
CALIFORNIA SCHL OF PROF PSYCH-SAN DIEGO (1)	65.0	55.2	+	--	--	*63.5	0.8	27	33	0	0	--
CLAREMONT GRAD U (1)	78.8	62.8	48.4	--	--	72.6	-5.4	83	28	76	0	17.6
CLAREMONT SCHL OF THEOLOGY (1)	57.7	47.0	+	--	--	*52.9	--	22	32	82	0	--
FULLER THEOL SEM IN CALIFORNIA (1)	--	--	--	--	--	--	--	0	--	--	100	--
GOLDEN GATE U-ROHNERT PARK (1)	--	--	--	--	--	--	--	--	--	--	--	--
GOLDEN GATE U-SAN FRANCISCO (1)	--	--	--	--	--	--	--	0	--	--	100	--
GRAD THEOL UNION (1)	+	--	+	--	--	+	-1.4	5	40	60	0	16.9
HEBREW UNION C-CALIFORNIA BRANCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
JESUIT SCHL OF THEOLOGY AT BERKELEY (1)	--	--	--	--	--	--	--	0	--	--	100	--
JOHN F KENNEDY U (2)	--	--	--	--	--	--	--	--	--	--	--	--
LA SIERRA U (1)	49.3	41.2	34.4	--	--	*41.7	--	97	32	39	0	10.1
LOMA LINDA U (1)	--	--	--	--	--	--	--	0	--	--	100	--
PACIFIC GRAD SCHL OF PSYCH (2)	--	--	--	--	--	--	--	--	--	--	--	--
PACIFIC LUTHERAN THEOL SEM (1)	40.1	49.4	+	--	--	*43.6	-6.5	11	27	91	0	--
PACIFIC SCHL OF RELIGION (1)	56.7	49.8	+	--	--	*53.3	5.6	12	50	67	0	14.6
PEPPERDINE U (1)	89.9	73.6	63.2	--	--	*81.2	--	161	22	74	32	21.4
SAN FRANCISCO THEOL SEM (1)	58.1	+	+	--	--	*58.1	-3.5	15	33	60	0	14.2
SANTA CLARA U (1)	88.8	63.5	54.3	43.4	--	65.6	3.8	357	34	62	1	13.1
SAYBROOK INST (1)	56.3	--	--	--	--	56.3	--	13	31	0	0	9.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
STANFORD U (1)	111.4	75.3	60.3	89.4	--	*95.1	--	845	18	76	3	18.8
THE FIELDING INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE UNION INST (1)	--	--	--	--	--	--	--	--	--	--	--	--
THE UNION INST (1)	--	--	--	--	--	--	--	--	--	--	--	--
THE WRIGHT INST (2)	--	--	--	--	--	--	--	--	--	--	--	--
U S INTL U (1)	50.6	41.0	37.2	--	--	*44.3	--	51	31	61	6	11.0
U OF LAVERNE (1)	53.2	42.4	34.6	--	--	*44.9	--	68	40	60	44	12.5
U OF SAN DIEGO (1)	77.8	54.8	43.7	38.2	--	62.2	0.9	283	41	69	0	15.7
U OF SAN FRANCISCO (1)	75.6	56.7	44.3	39.2	--	58.7	-6.2	295	39	55	3	17.1
U OF SOUTHERN CALIFORNIA (3)	--	--	--	--	--	+	--	1,032	--	--	--	--
U OF THE PACIFIC (1)	67.7	46.3	39.6	37.5	--	*54.7	1.2	259	31	67	31	19.2
U OF THE PACIFIC-MCGEORGE SCHL OF LAW (2)	--	--	--	--	--	--	--	--	--	--	--	--
WESTMINSTER THEOL SEM IN CALIFORNIA (1)	--	--	--	--	--	--	--	0	--	--	100	--
COLORADO												
Public Institutions												
AA												
AIMS CC (1)	40.6	37.1	30.4	27.0	--	35.2	-0.0	112	49	0	3	10.7
ARAPAHOE CC (1)	--	--	--	--	39.1	39.1	1.0	88	52	83	0	8.2
COLORADO MOUNTAIN C (1)	47.4	40.1	36.0	33.2	--	40.9	9.3	81	44	0	0	7.9
COLORADO NORTHWESTERN CC (1)	--	--	--	--	35.7	35.7	1.9	27	33	81	27	8.0
CC OF AURORA (1)	40.5	38.6	--	--	+	*40.1	--	19	32	74	17	10.0
CC OF DENVER (1)	--	--	--	--	39.5	39.5	3.1	95	61	0	17	7.3
FRONT RANGE CC (1)	41.0	--	--	--	--	*41.0	--	7	14	100	95	7.8
LAMAR CC (1)	--	--	--	--	38.8	38.8	-0.4	21	43	67	13	8.2
MORGAN CC (1)	--	--	--	--	33.5	33.5	-4.1	26	46	69	16	7.8
NORTHEASTERN JR C (1)	--	--	--	--	39.5	39.5	8.3	55	45	18	0	7.8
OTERO JR C (1)	37.7	--	--	--	--	37.7	-1.4	29	55	0	0	8.3
PIKES PEAK CC (1)	--	--	--	--	39.6	39.6	1.2	123	46	0	0	8.6
PUEBLO CC (1)	--	--	--	--	37.8	37.8	13.7	72	60	0	0	7.3
RED ROCKS CC (1)	--	--	--	--	34.8	34.8	-7.1	69	39	83	0	6.9
TRINIDAD STATE JR C (1)	41.4	35.0	28.9	--	--	34.7	--	58	38	0	3	7.8
BA												
FORT LEWIS C (1)	52.3	43.8	36.8	26.1	--	*44.8	--	175	35	71	0	8.7
MESA STATE C (1)	50.5	41.0	34.4	29.4	--	*38.7	--	188	37	43	1	8.1
METROPOLITAN STATE C OF DENVER (1)	57.2	46.3	39.2	40.9	--	*48.7	--	376	35	70	0	8.8
WESTERN STATE C COLORADO (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA+												
ADAMS STATE C (1)	48.6	41.4	33.6	29.5	--	38.6	--	101	33	50	0	8.5
BETH EL C OF NURSING & HLTH SCIENCE (3)	--	--	--	--	--	+	--	17	--	--	--	--
U OF SOUTHERN COLORADO (1)	52.4	45.6	38.9	25.7	--	43.1	-0.4	171	34	63	0	8.2
DOCTORAL												
COLORADO SCHL OF MINES (1)	79.8	58.9	53.2	--	--	67.5	--	167	13	74	5	14.4
COLORADO STATE U (1)	69.4	52.2	44.8	--	--	59.3	2.8	773	22	80	18	11.0
U OF COLORADO AT BOULDER (1)	76.1	55.1	46.1	36.4	--	61.1	--	1,045	27	71	2	13.9
U OF COLORADO AT COLORADO SPRINGS (1)	64.4	48.9	43.4	26.6	--	49.2	0.2	208	34	60	0	10.9
U OF COLORADO AT DENVER (1)	68.8	51.9	45.7	35.9	--	53.0	1.3	411	34	54	0	12.1
U OF COLORADO HLTH SCIENCES CTR (1)	68.4	56.6	52.9	41.0	--	55.5	4.3	27	100	56	98	11.5
U OF NORTHERN COLORADO (1)	56.2	43.4	36.5	27.4	36.8	45.4	2.8	445	42	65	0	8.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene ($)
Independent Institutions												
AA												
COMMONWEALTH INTL U (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BA												
CITY C OF COLORADO SPRINGS (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
NAZARENE BIBLE C (1)	- -	- -	- -	- -	31.0	31.0	-0.3	16	25	0	0	17.0
BA+												
COLORADO CHRISTIAN U (1)	42.8	36.5	30.7	23.7	- -	*32.8	9.2	48	42	0	0	5.9
COLORADO CHRISTIAN U-FOOTHILLS CAMPUS (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
COLORADO C (1)	71.0	55.0	44.6	40.4	- -	*61.6	- -	140	37	78	0	14.6
REGIS U (1)	55.2	47.8	39.9	- -	- -	*46.4	- -	78	50	65	7	10.4
THE NAROPA INST (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
DOCTORAL												
DENVER CONSERVATIVE BAPTIST SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
ILIFF SCHL OF THEOLOGY (1)	65.6	+	39.5	- -	- -	*59.1	3.6	17	29	71	0	12.0
U OF DENVER (1)	72.1	54.5	45.5	36.2	- -	*57.0	- -	376	33	67	7	12.8
CONNECTICUT												
Public Institutions												
AA												
ASNUNTUCK COMM/TECH C (1)	59.5	+	41.8	- -	- -	*56.4	0.1	23	43	78	0	14.6
CAPITAL COMM/TECH C (1)	65.4	50.0	44.7	- -	- -	*56.4	-2.9	51	45	84	0	13.9
GATEWAY COMM/TECH C (1)	63.8	52.1	49.4	31.7	- -	*53.3	- -	72	36	74	0	13.3
HOUSATONIC COMM/TECH C (1)	63.9	49.1	39.9	35.3	- -	*55.5	-1.0	38	47	66	0	14.4
MANCHESTER COMM/TECH C (1)	58.8	49.7	44.3	38.2	- -	47.9	- -	76	61	66	0	13.6
MIDDLESEX COMM/TECH C (1)	62.3	47.2	41.2	36.5	- -	*52.0	- -	38	50	66	0	12.5
NAUGATUCK VALLEY COMM/TECH C (1)	61.5	50.6	42.8	36.3	- -	50.1	-3.4	91	46	62	0	14.0
NW CONNECTICUT COMM/TECH C (1)	57.7	46.3	44.3	36.9	- -	*48.1	- -	29	45	66	0	13.5
NORWALK COMM/TECH C (1)	61.0	50.5	41.0	36.3	- -	48.1	-6.6	67	49	46	0	13.7
QUINEBAUG VALLEY COMM/TECH C (1)	58.6	46.3	+	35.3	- -	*48.9	-1.1	17	41	53	0	- -
THREE RIVERS COMM/TECH C (1)	60.3	52.3	43.3	35.3	- -	*52.7	- -	66	52	71	0	14.4
TUNXIS COMM/TECH C (1)	61.2	48.3	45.1	35.8	- -	*49.9	- -	45	58	64	0	13.9
BA												
U.S. COAST GUARD ACAD (3)	- -	- -	- -	- -	- -	+	- -	27	- -	- -	- -	- -
BA+												
CENTRAL CONNECTICUT STATE U (1)	73.4	56.4	43.6	39.0	- -	57.4	-1.4	354	38	62	0	14.4
EASTERN CONNECTICUT STATE U (1)	70.6	54.6	42.8	27.0	- -	55.5	- -	148	43	59	0	- -
SOUTHERN CONNECTICUT STATE U (1)	71.8	56.3	43.4	- -	- -	*58.7	- -	343	39	73	0	14.1
WESTERN CONNECTICUT STATE U (1)	72.8	57.6	46.8	39.1	- -	61.7	-1.6	174	41	71	0	- -
DOCTORAL												
U OF CONNECTICUT (1)	88.0	64.5	50.0	50.1	- -	71.8	1.3	962	27	77	0	17.1
Independent Institutions												
AA												
MITCHELL C (1)	- -	- -	41.0	- -	- -	*41.0	- -	19	37	89	0	11.5
WILCOX C OF NURSING (3)	- -	- -	- -	- -	- -	+	- -	9	- -	- -	- -	- -
BA												
LYME ACAD OF FINE ARTS (1) ♦	22.0	+	- -	- -	- -	*22.0	- -	5	20	0	17	4.5
TEIKYO POST U (1)	48.9	43.0	34.7	- -	- -	*43.0	- -	24	50	0	0	- -

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
ALBERTUS MAGNUS C (1)	38.9	33.1	+	--	--	*35.6	4.1	22	45	55	0	--
CONNECTICUT C (1)	72.0	53.2	41.6	33.0	--	*57.8	--	149	40	67	0	16.2
FAIRFIELD U (1)	78.2	62.6	53.2	--	--	*63.8	6.7	202	39	74	0	18.8
QUINNIPIAC C (1)	82.9	62.7	50.0	--	--	*68.9	--	177	36	61	23	18.6
RENSSELAER HARTFORD GRAD CTR INC (1)	80.6	68.5	59.7	--	--	67.9	--	28	14	0	0	19.2
SACRED HEART U (1)	63.9	53.3	43.9	37.6	--	50.8	3.5	125	47	48	4	13.7
SAINT JOSEPH C (1)	63.5	52.3	40.9	--	--	50.6	4.2	67	69	63	8	11.6
TRINITY C (1)	82.3	58.3	43.8	35.4	--	62.2	4.6	150	34	64	0	16.8
DOCTORAL												
HARTFORD SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF BRIDGEPORT (1)	55.0	47.2	38.5	--	--	*46.3	0.4	87	18	48	1	13.7
U OF HARTFORD (1)	60.0	47.8	42.2	33.7	+	*48.2	--	286	34	59	7	12.7
U OF NEW HAVEN (1)	59.4	49.9	44.2	--	--	*53.5	0.6	150	19	69	1	12.5
WESLEYAN U (1)	81.5	55.1	45.4	--	--	*68.7	1.5	252	30	75	0	18.1
YALE U (1)	108.5	61.2	50.0	47.4	--	83.5	--	713	23	57	6	17.3
DELAWARE												
Public Institutions												
AA												
DELAWARE TECH & CC-STANTON-WILMINGTON (1)	--	--	--	--	44.2	44.2	1.3	101	65	0	36	13.2
DELAWARE TECH & CC-OWENS (1)	--	--	--	--	44.8	44.8	0.1	58	64	0	32	13.8
DELAWARE TECH & CC-TERRY (1)	--	--	--	--	42.8	42.8	-1.0	34	56	0	36	13.5
BA+												
DELAWARE STATE U (1)	63.8	51.1	42.8	36.0	--	*49.6	--	150	39	53	14	9.9
DOCTORAL												
U OF DELAWARE (1)	85.4	60.7	48.7	37.0	--	64.9	--	832	33	67	11	18.6
Independent Institutions												
BA+												
GOLDEY-BEACOM C (1)	+	51.6	+	32.5	--	*41.6	3.4	25	48	0	0	10.6
WESLEY C (1)	48.9	39.5	35.4	--	--	41.0	2.7	43	49	70	0	9.1
WIDENER U-DELAWARE CAMPUS (1)	90.4	79.4	--	42.9	--	77.4	--	46	46	63	10	19.4
DOCTORAL												
WILMINGTON C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DISTRICT OF COLUMBIA												
Public Institutions												
BA+												
JOINT MILITARY INTELLIGENCE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF THE DISTRICT OF COLUMBIA (3)	--	--	--	--	--	--	--	--	--	--	--	--
Independent Institutions												
BA												
CORCORAN SCHL OF ART (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA+												
DE SALES SCHL OF THEOLOGY (3)	--	--	--	--	--	+	--	5	--	--	--	--
MOUNT VERNON C (1)	42.1	38.0	32.7	--	+	*36.4	--	35	60	49	8	5.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
NATIONAL DEFENSE U (2)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTHEASTERN U (1)	+	44.2	--	--	--	*44.2	--	5	0	0	44	7.2
TRINITY C (1)	52.4	41.0	33.5	25.7	--	39.2	1.1	57	70	42	0	7.7
WASHINGTON HOSP CTR SCHL OF MED TECHN (1)	--	--	--	--	--	--	--	0	--	--	100	--
WASHINGTON THEOL UNION (3)	--	--	--	--	--	+	--	11	--	--	--	--
DOCTORAL												
AMERICAN U (1)	85.5	58.6	46.0	33.7	--	62.4	3.6	456	36	63	0	12.9
CATHOLIC U OF AMERICA (1)	67.6	49.1	41.6	41.6	--	*54.5	--	347	32	75	0	10.8
GALLAUDET U (1)	72.1	52.9	43.9	34.0	--	55.2	5.3	180	63	64	20	16.9
GEORGE WASHINGTON U (1)	87.8	62.8	50.9	33.6	--	*71.8	--	625	28	68	7	13.5
GEORGETOWN U (1)	99.3	61.9	48.4	43.7	--	72.1	5.2	602	35	63	2	17.1
HOWARD U (1)	68.7	49.5	41.9	35.9	--	51.8	-0.5	751	39	63	14	8.1
WESLEY THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--

FLORIDA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BREVARD CC-COCOA CAMPUS (1)	42.8	40.0	36.3	34.3	--	37.9	1.0	202	43	74	13	15.4
BROWARD CC (1)	--	--	--	--	44.8	44.8	-1.3	323	45	76	3	14.8
CENTRAL FLORIDA CC (1)	--	--	--	34.4	+	*34.4	--	87	49	69	6	10.3
CHIPOLA JR C (1)	--	--	--	--	38.1	38.1	-1.8	59	59	76	2	12.4
DAYTONA BEACH CC (1)	49.8	38.2	32.2	29.7	--	40.8	3.5	176	45	70	14	13.2
EDISON CC (1)	42.6	--	--	--	--	42.6	4.8	95	48	89	0	13.2
FLORIDA CC AT JACKSONVILLE (1)	43.9	--	--	--	+	*43.9	--	370	54	77	7	14.5
FLORIDA KEYS CC (1)	--	--	--	--	33.1	33.1	1.0	25	36	68	14	11.1
GULF COAST CC (1)	49.2	45.9	38.2	23.5	--	38.5	--	86	55	76	20	10.8
HILLSBOROUGH CC (1)	49.7	42.2	38.6	30.4	35.9	40.2	-1.5	225	47	81	0	13.1
INDIAN RIVER CC (1)	64.5	57.9	49.6	41.5	--	53.2	8.5	121	50	81	8	16.3
LAKE CITY CC (1)	--	--	--	35.3	29.6	34.9	3.7	47	36	72	18	11.3
LAKE-SUMTER CC (1)	--	--	--	--	37.7	37.7	4.1	37	54	86	0	12.0
MANATEE CC (1)	43.6	35.9	29.7	25.2	--	35.1	1.8	126	52	86	3	10.9
MIAMI-DADE CC (1)	56.2	44.4	36.0	32.1	--	48.5	5.0	676	47	84	0	14.6
NORTH FLORIDA CC (1)	--	--	--	38.8	+	*38.8	--	24	42	88	8	14.6
OKALOOSA-WALTON CC (1)	--	--	--	--	40.1	40.1	7.5	63	43	86	7	8.7
PALM BEACH CC (1)	54.6	43.1	42.5	39.7	--	41.9	3.7	172	50	83	1	13.0
PASCO-HERNANDO CC (1)	50.0	40.9	34.8	31.6	--	*41.7	--	69	57	80	12	12.5
PENSACOLA JR C (1)	45.3	39.3	36.7	32.6	--	39.0	5.4	208	50	85	15	11.7
POLK CC (1)	38.5	--	--	--	--	38.5	--	87	48	87	17	12.3
SAINT JOHNS RIVER CC (1)	--	--	--	--	35.8	35.8	1.0	76	43	75	3	11.1
SAINT PETERSBURG JR C (1)	--	--	--	--	39.9	39.9	-0.4	55	65	87	78	13.0
SANTA FE CC (1)	--	--	--	--	41.1	41.1	2.6	208	52	88	7	13.2
SARASOTA COUNTY TECH INST (3)	--	--	--	--	--	+	--	36	--	--	--	--
SEMINOLE CC (1)	--	--	--	--	41.4	41.4	4.7	92	61	88	35	10.0
SOUTH FLORIDA CC (1)	--	--	--	39.9	--	39.9	2.2	32	53	63	36	12.4
TALLAHASSEE CC (1)	--	--	--	--	47.7	47.7	-0.5	130	51	95	0	14.5
VALENCIA CC (1)	--	--	--	--	43.3	43.3	1.9	195	53	74	1	13.2
DOCTORAL												
FLORIDA AGRL & MECHANICAL U (1)	59.3	52.0	44.1	33.4	--	48.9	0.6	359	37	46	26	12.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
FLORIDA ATLANTIC U-BOCA RATON (1)	64.5	49.2	42.1	35.8	--	*51.0	--	520	37	59	10	15.3
FLORIDA INTL U (1)	63.9	47.2	42.1	35.4	--	*48.3	--	770	33	55	7	17.9
FLORIDA STATE U (1)	67.7	50.2	45.5	24.2	--	57.1	3.5	958	30	75	1	17.0
THE U OF WEST FLORIDA (1)	58.1	47.9	42.0	31.6	--	*46.9	--	206	29	63	0	13.9
U OF CENTRAL FLORIDA (1)	66.8	52.2	43.4	31.6	--	*51.1	--	620	30	59	6	15.8
U OF FLORIDA (1)	74.5	51.9	45.9	27.8	--	*60.9	--	1,058	22	75	33	17.7
U OF NORTH FLORIDA (1)	61.1	47.3	36.8	30.0	--	*46.0	--	278	37	58	5	--
U OF SOUTH FLORIDA (1)	69.4	51.9	44.9	41.0	--	56.3	7.8	778	31	72	24	16.5
Independent Institutions												
AA												
CITY C (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTHWEST FLORIDA C OF BUSINESS (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
BETHUNE COOKMAN C (1)	43.9	42.0	36.8	30.1	--	*35.4	--	113	43	8	13	--
CLEARWATER CHRISTIAN C (1)	31.9	28.8	+	--	--	*29.7	7.0	32	25	0	6	10.1
ECKERD C (1)	60.0	45.9	37.5	--	--	46.0	1.7	96	33	66	0	12.5
EDWARD WATERS C (1)	43.0	28.8	21.9	20.0	--	23.9	--	43	0	12	22	0.9
FLAGLER C (1)	44.6	39.4	35.6	--	--	*38.8	3.0	53	36	0	0	8.4
FLORIDA BAPTIST THEOL C (1)	--	+	+	--	--	+	--	2	50	50	87	10.0
FLORIDA CHRISTIAN C INC (1)	--	--	--	--	--	--	--	0	--	--	100	--
FLORIDA C (1)	--	--	--	--	33.7	33.7	--	24	29	63	0	7.4
FLORIDA HOSP C OF HLTH SCIENCE (1)	--	--	--	--	--	--	--	0	--	--	100	--
FLORIDA MEMORIAL C (1)	49.0	40.3	36.4	33.7	--	*37.7	--	65	29	0	8	6.4
HOBE SOUND BIBLE C (1)	+	--	+	--	--	+	1.3	7	29	0	0	5.6
INTL C (1)	--	--	--	--	--	--	--	0	--	--	100	--
INTL C (1)	--	--	--	--	--	--	--	--	--	--	--	--
JOHNSON & WALES U-FLORIDA CAMPUS (1)	--	+	31.5	28.4	--	*29.2	--	26	31	0	0	7.4
JONES C-JACKSONVILLE (1)	--	--	--	--	--	--	--	0	--	--	100	--
JONES C-MIAMI CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWOOD U-FLORIDA EDUCATION CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
RINGLING SCHL OF ART & DESIGN (1)	--	--	--	--	44.6	44.6	7.3	44	36	0	0	9.6
ROLLINS C-BREVARD CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
SAINT JOHN VIANNEY C SEM (1)	--	+	+	26.5	--	*26.5	5.0	7	14	0	13	--
SOUTHEASTERN C ASSEMBLIES OF GOD (1)	--	--	--	--	--	--	--	0	--	--	100	--
TRINITY BAPTIST C (1)	+	+	--	15.7	--	*15.7	--	5	80	0	29	--
TRINITY C OF FLORIDA (1)	23.1	+	+	--	--	*23.1	4.5	7	14	0	0	3.6
TRINITY INTL U (1)	+	+	31.7	--	--	*31.7	2.6	8	25	50	0	7.3
WARNER SOUTHERN C (1)	34.2	31.8	27.0	--	--	*31.1	10.4	21	24	57	0	7.0
WEBBER C (1)	--	--	+	--	--	+	--	1	0	100	92	5.0
BA+												
EMBRY-RIDDLE AERONAUTICAL U (1)	51.2	41.6	36.8	31.0	--	*43.3	--	211	12	47	15	11.5
FLORIDA SOUTHERN C (1)	50.7	42.2	37.5	--	--	43.4	--	94	32	0	0	11.2
JACKSONVILLE U (1)	52.4	42.8	38.1	--	--	43.9	4.2	118	36	53	0	8.2
LYNN U (1)	48.5	42.3	33.7	--	--	*42.8	--	40	50	3	0	7.2
NEW YORK INST OF TECH-FLORIDA CAMPUS (2)	--	--	--	--	--	--	--	--	--	--	--	--
PALM BEACH ATLANTIC C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ROLLINS C (1)	63.0	48.5	36.2	--	--	*54.2	--	149	34	77	0	12.0
SAINT LEO C (1)	44.5	37.5	33.7	--	+	*37.7	2.9	55	27	56	0	8.9
SAINT THOMAS U (1)	69.3	50.4	42.9	35.8	--	52.6	4.1	89	38	22	0	9.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
SAINT VINCENT DE PAUL REGIONAL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
STETSON U (1)	71.6	47.2	41.0	--	68.6	*54.7	5.5	192	34	-71	0	14.6
U OF TAMPA (1)	54.3	45.5	42.0	--	--	*47.5	--	115	26	70	0	9.5
DOCTORAL												
BARRY U (1)	56.2	47.2	39.7	32.7	--	45.1	3.2	158	51	0	36	9.4
CARIBBEAN CTR FOR ADV STUDIES-MIAMI INST PSYCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
FLORIDA INST OF TECHNOLOGY-MELBOURNE (1)	56.5	46.3	40.0	--	--	*46.7	--	144	13	0	14	7.7
NOVA SOUTHEASTERN U (1)	87.8	46.7	42.2	54.4	--	*61.5	--	88	44	30	78	--
THE UNION INST (1)	--	--	--	--	--	--	--	--	--	--	--	--
U OF MIAMI (1)	81.9	55.5	48.5	32.7	--	61.7	4.3	649	26	64	12	

GEORGIA

Public Institutions

AA												
ABRAHAM BALDWIN AGRL C (1)	48.9	43.5	38.8	30.8	--	39.3	10.3	84	60	45	11	10.6
ALBANY TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
ALTAMAHA TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
ATHENS AREA TECH INST (1)	--	--	--	--	38.1	38.1	5.7	15	73	7	78	8.9
ATLANTA METROPOLITAN C (1)	48.7	44.8	39.5	37.8	--	43.4	5.8	48	52	65	9	11.4
AUGUSTA TECH INST (1)	--	--	--	--	35.9	35.9	--	5	100	0	95	--
BAINBRIDGE C (1)	46.4	+	36.1	30.6	--	39.6	--	25	52	56	32	10.6
BEN HILL-IRWIN TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
CARROLL TECH INST (1)	--	--	--	--	36.9	*36.9	--	5	80	0	90	--
CHATTAHOOCHEE TECH INST (1)	--	--	--	--	38.0	38.0	-0.0	20	40	0	68	9.9
COASTAL GEORGIA CC (1)	51.3	41.4	39.4	34.2	--	*39.5	--	45	49	24	24	10.3
COLUMBUS TECH INST (1)	--	--	--	--	+	+	--	2	50	0	97	10.4
COOSA VALLEY TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
DALTON C (1)	54.2	47.6	39.0	35.0	--	*40.0	--	90	48	38	11	10.9
DARTON C (1)	46.9	41.9	38.4	33.2	--	*40.3	--	56	55	57	23	11.0
DEKALB C (1)	52.3	45.2	37.5	31.3	--	39.8	4.5	281	61	48	8	10.9
DEKALB TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
EAST GEORGIA C (1)	+	46.8	38.6	30.1	--	*36.3	--	21	33	29	16	10.7
FLINT RIVER TECH INST (3)	--	--	--	--	--	+	--	15	--	--	--	--
FLOYD C (1)	48.7	39.7	34.6	32.0	--	39.1	--	66	48	39	15	10.5
GAINESVILLE C (1)	52.3	45.0	33.8	29.8	--	*39.8	--	75	60	59	13	11.0
GEORGIA MILITARY C-FT GORDON CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
GEORGIA MILITARY C-FT MCPHERSON CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
GA MILITARY C-KINGS BAY CTR (3)	--	--	--	--	--	--	--	--	--	--	--	--
GEORGIA MILITARY C-MAIN CAMPUS (1)	--	--	--	--	31.3	31.3	2.8	17	53	0	6	3.5
GEORGIA MILITARY C-MOODY CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
GA MILITARY C-ROBINS AIR FORCE BASE CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
GORDON C (1)	48.1	44.0	34.9	31.9	--	*38.5	--	62	50	21	3	10.8
GRIFFIN TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
GWINNETT TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEART OF GEORGIA TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
LANIER TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
MACON STATE C (1)	52.1	44.3	39.5	34.2	--	*42.8	--	98	55	61	12	11.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
MACON TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
MIDDLE GEORGIA C (1)	51.0	42.1	35.5	31.5	--	*39.2	--	61	44	46	14	11.4
MIDDLE GEORGIA TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
MOULTRIE AREA TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
NORTH GEORGIA TECH INST (3)	--	--	--	--	--	+	--	4	--	--	--	--
NORTH METRO TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
OGEECHEE TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
OKEFENOKEE TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
PICKENS TECH INST (3)	--	--	--	--	--	+	--	3	--	--	--	--
SAVANNAH TECH INST (1)	--	--	--	--	+	+	--	3	33	0	95	8.4
SAVANNAH TECH INST-LIBERTY COUNTY CAMP (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTH GEORGIA C (1)	+	43.7	37.9	32.0	--	*37.5	--	36	53	39	10	10.3
SOUTH GEORGIA TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTHEASTERN TECH INST (3)	--	--	--	--	--	+	--	3	--	--	--	--
SWAINSBORO TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
THOMAS TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
VALDOSTA TECH INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
WALKER TECH INST (3)	--	--	--	--	--	+	--	6	--	--	--	--
WAYCROSS C (1)	+	+	38.6	33.5	--	*37.4	5.2	19	47	37	5	11.0
WEST GEORGIA TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
CLAYTON C & STATE U (1)	60.7	47.9	44.1	36.1	--	*49.9	--	87	56	48	22	12.4
BA+												
ALBANY STATE U (1)	57.7	49.2	41.1	32.1	--	*46.4	--	131	43	54	12	10.2
ARMSTRONG ATLANTIC STATE U (1)	53.5	45.1	37.8	31.5	--	41.8	--	193	51	50	9	10.0
AUGUSTA STATE U (1)	59.8	48.9	39.3	31.0	--	45.8	4.3	190	47	52	1	11.6
COLUMBUS STATE U (1)	56.4	47.9	39.4	31.4	--	*46.9	--	188	44	57	14	13.1
FORT VALLEY STATE U (1)	58.5	49.2	39.0	36.0	--	44.1	5.0	97	40	37	30	13.0
GEORGIA C & STATE U (1)	54.9	45.9	39.9	31.8	--	44.5	2.7	157	45	47	16	11.8
GEORGIA SOUTHWESTERN STATE U (1)	53.7	46.1	38.2	38.0	--	*44.5	--	102	39	52	5	11.8
KENNESAW STATE U (1)	63.3	52.2	41.0	32.8	--	48.3	4.3	318	51	53	8	12.1
NORTH GEORGIA C & STATE U (1)	53.5	46.8	35.1	--	--	*43.0	--	110	45	53	14	9.9
SAVANNAH STATE U (1)	55.1	44.8	41.1	33.6	--	*46.5	--	137	36	56	7	12.2
SOUTHERN POLYTECH STATE U (1)	56.0	48.2	44.6	34.6	--	48.6	4.4	139	17	56	10	13.0
STATE U OF WEST GEORGIA (1)	57.0	46.8	41.6	30.6	--	45.8	5.3	268	47	48	6	11.6
DOCTORAL												
GA INST OF TECH-MAIN CAMPUS (1)	83.3	64.7	56.0	30.1	--	*67.1	--	558	15	63	19	16.9
GEORGIA SOUTHERN U (1)	61.5	49.1	40.4	30.2	--	44.5	6.0	592	44	47	7	13.9
GEORGIA STATE U (1)	84.5	57.8	47.7	35.6	--	59.5	3.6	780	39	54	8	14.7
MED C OF GEORGIA (1)	59.6	54.8	43.9	36.0	--	*44.7	--	54	91	15	72	13.1
U OF GEORGIA (1)	78.3	54.0	47.2	30.6	--	59.1	5.5	1,070	31	67	37	13.6
VALDOSTA STATE U (1)	56.9	49.0	40.7	32.2	--	46.5	4.7	330	39	43	19	11.9
Independent Institutions												
AA												
ANDREW C (1)	35.4	+	+	--	--	*35.4	2.1	11	64	36	50	4.9
GUPTON JONES C OF FUNERAL SERV (3)	--	--	--	--	--	--	--	--	--	--	--	--
TRUETT-MCCONNELL C (1)	31.2	30.0	27.6	24.6	--	*28.1	--	41	56	0	0	7.1
YOUNG HARRIS C (1)	--	--	--	--	37.8	37.8	3.5	25	44	76	14	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA												
ATLANTA CHRISTIAN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ATLANTA C OF ART (1)	49.4	38.5	+	--	--	*44.6	1.9	23	35	48	0	8.3
BEULAH HEIGHTS BIBLE C (3)	--	--	--	--	--	--	--	--	--	--	--	--
BREWTON-PARKER C (1)	42.9	38.0	33.0	--	--	*36.9	--	53	32	60	2	7.8
EMMANUEL C (1)	33.9	31.4	29.0	27.4	--	*30.1	--	40	43	0	0	4.7
GEORGIA BAPTIST C OF NURSING (1)	+	49.9	42.4	42.4	--	*43.9	--	28	100	0	3	--
MOREHOUSE C (2)	--	--	--	--	--	--	--	--	--	--	--	--
MORRIS BROWN C (1)	50.3	39.2	32.0	29.4	--	34.4	8.0	97	41	18	0	3.2
PAINE C (2)	--	--	--	--	--	--	--	--	--	--	--	--
REINHARDT C (1)	43.7	35.0	31.5	--	--	*35.2	8.9	35	54	37	0	--
SPELMAN C (1)	60.8	45.8	38.8	34.5	--	43.7	--	143	64	48	0	--
THOMAS C (1)	+	+	24.9	--	--	*24.9	6.8	6	33	0	88	--
BA+												
AGNES SCOTT C (1)	61.1	50.0	40.9	--	--	*51.0	--	67	57	66	0	11.7
BERRY C (1)	59.4	49.9	39.4	29.9	--	*43.7	--	103	37	32	7	--
BRENAU U (1)	40.9	42.9	35.2	--	--	*38.8	--	62	63	0	16	7.1
COVENANT C (1)	46.7	40.9	38.9	--	--	*43.1	--	46	4	26	0	10.9
LAGRANGE C (1)	46.5	37.5	35.8	--	--	39.6	6.2	57	35	44	2	8.6
LIFE U (3)	--	--	--	--	--	--	--	--	--	--	--	--
OGLETHORPE U (1)	59.8	47.6	39.4	--	52.5	*50.0	1.0	49	24	53	0	9.2
PIEDMONT C (1)	43.2	40.2	32.1	--	--	37.0	1.9	59	34	39	5	--
SAVANNAH C OF ART & DESIGN (1)	41.8	--	--	--	--	41.8	--	61	41	0	61	5.3
SHORTER C (1)	43.5	41.3	31.4	--	--	*38.3	--	56	30	57	7	--
TOCCOA FALLS C (1)	36.1	32.5	30.5	--	+	*31.5	--	47	19	28	0	11.4
WESLEYAN C (1)	51.6	40.3	33.9	--	--	*38.3	5.1	40	45	45	0	8.8
DOCTORAL												
CLARK ATLANTA U (2)	--	--	--	--	--	--	--	--	--	--	--	--
COLUMBIA THEOL SEM (1)	53.6	+	+	--	--	*53.6	10.0	17	18	88	0	23.9
EMORY U (1)	97.2	62.0	51.6	--	--	73.0	4.8	501	28	69	14	20.4
INST OF PAPER SCIENCE & TECH (1)	--	--	--	--	--	--	--	0	--	--	100	--
INTERDENOMINATIONAL THEOL CTR (1)	48.2	38.5	34.7	--	--	*41.6	--	21	43	43	0	9.5
LUTHER RICE SEM (3)	--	--	--	--	--	--	--	--	--	--	--	--
MERCER U (1)	67.3	49.0	39.4	31.1	--	50.9	--	215	28	58	31	12.4
MERCER U IN ATLANTA (1)	--	--	--	--	--	--	--	--	--	--	--	--

HAWAII

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
HAWAII CC (1)	56.5	45.3	42.7	36.6	--	45.5	3.2	71	52	77	11	14.6
HONOLULU CC (1)	55.6	48.3	44.8	38.1	--	47.3	4.3	107	34	79	4	15.1
KAPIOLANI CC (1)	57.7	47.8	43.5	37.4	--	44.3	1.8	143	52	58	23	14.4
KAUAI CC (1)	57.7	49.8	45.8	37.5	--	*45.1	--	56	52	64	20	14.6
LEEWARD CC (1)	55.3	49.1	42.1	36.9	--	45.5	3.1	136	46	71	6	14.6
MAUI CC (1)	54.4	47.6	44.0	39.6	--	*45.0	--	51	43	76	11	14.6
WINDWARD CC (1)	53.1	50.1	43.3	42.7	--	*47.8	--	33	39	91	6	15.1
BA												
U OF HAWAII-WEST OAHU (1)	54.4	46.5	+	--	--	*51.5	4.2	22	32	82	0	15.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
U OF HAWAII AT HILO (1)	60.3	48.5	42.9	31.3	--	49.0	1.5	122	34	61	14	15.5
DOCTORAL												
U OF HAWAII AT MANOA (1)	75.3	56.8	49.1	36.0	--	60.5	2.8	838	34	68	23	17.9
Independent Institutions												
AA												
DENVER BUSINESS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C SCHL OF BUSINESS & TECH (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
BRIGHAM YOUNG U-HAWAII CAMPUS (1)	65.6	56.4	46.5	45.7	--	*54.8	--	90	23	66	17	11.8
BA+												
CHAMINADE U OF HONOLULU (1)	44.2	40.3	33.8	--	--	*39.8	--	49	47	65	2	9.0
HAWAII PACIFIC U (1)	--	--	--	--	--	--	--	0	--	--	100	--

IDAHO

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
COLLEGE OF SOUTHERN IDAHO (1)	44.6	39.9	36.1	32.1	+	*38.2	--	85	45	0	28	10.5
EASTERN IDAHO TECH C (1)	--	--	--	--	29.9	29.9	--	30	60	0	19	--
NORTH IDAHO C (1)	--	--	--	--	39.4	39.4	4.2	108	41	76	4	11.5
BA												
LEWIS-CLARK STATE C (1)	47.6	38.0	35.2	--	--	*41.6	--	71	35	62	8	11.5
DOCTORAL												
BOISE STATE U (1)	52.5	44.6	39.7	34.4	35.4	*45.3	--	436	28	72	5	12.5
IDAHO STATE U (1)	54.0	43.2	35.9	30.1	--	42.0	0.2	411	35	56	17	12.6
U OF IDAHO (1)	57.9	46.7	41.6	33.1	--	48.8	-0.6	424	23	67	34	13.4
Independent Institutions												
AA												
RICKS C (1)	--	--	--	--	46.4	46.4	3.3	348	16	81	0	16.0
BA												
BOISE BIBLE C (1)	39.3	+	--	--	--	*39.3	--	7	14	0	0	--
GEORGE FOX U-BOISE CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
ALBERTSON C OF IDAHO (1)	51.5	41.4	35.8	29.8	--	41.6	-2.3	64	28	59	0	10.5
NORTHWEST NAZARENE C (1)	--	--	--	--	39.1	39.1	1.5	68	38	0	16	11.8

ILLINOIS

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
BELLEVILLE AREA C (1)	--	--	--	--	51.4	51.4	5.9	112	40	85	3	2.0
BLACK HAWK C (1)	--	--	--	--	47.7	47.7	4.4	141	47	78	5	--
CARL SANDBURG C (1)	--	--	--	--	41.9	41.9	6.9	57	47	88	7	4.3
CITY CS OF CHICAGO-HAROLD WASHINGTON C (1)	--	--	--	--	60.4	60.4	4.9	129	41	97	1	--
CITY CS OF CHICAGO-HARRY S.TRUMAN C (1)	--	--	--	--	57.5	57.5	7.2	119	55	88	8	--
CITY CS OF CHICAGO-KENNEDY-KING C (1)	--	--	--	--	58.4	58.4	12.6	76	50	78	36	--
CITY CS OF CHICAGO-MALCOLM X C (1)	--	--	--	--	59.5	59.5	6.8	90	53	87	4	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
CITY CS OF CHI-OLIVE-HARVEY C (1)	--	--	--	--	56.5	56.5	1.9	87	43	74	0	--
CITY CS OF CHI-RICHARD J DALEY C (1)	--	--	--	--	60.4	60.4	8.1	79	43	91	12	--
CITY CS OF CHI-WILBUR WRIGHT C (1)	--	--	--	--	57.8	57.8	6.5	125	42	85	2	--
COLLEGE OF DU PAGE (1)	--	--	--	--	59.9	59.9	5.9	268	47	92	0	--
COLLEGE OF LAKE COUNTY (1)	--	--	--	--	68.8	68.8	3.3	154	39	68	0	0.3
DANVILLE AREA CC (1)	--	--	--	--	37.0	37.0	-1.6	48	56	75	2	3.2
ELGIN CC (1)	--	--	--	--	62.3	62.3	4.7	110	48	91	0	3.2
HEARTLAND CC (1)	--	--	--	--	38.6	38.6	--	13	69	46	71	2.4
HIGHLAND CC (1)	--	--	--	--	46.5	46.5	4.8	49	35	80	0	3.0
ILLINOIS CENTRAL C (1)	--	--	--	--	43.2	43.2	-0.7	162	40	84	5	2.2
ILLINOIS EASTERN CC-FRONTIER CC (1)	--	--	--	--	+	+	3.3	4	50	75	0	2.7
ILLINOIS EASTERN CCS-LINCOLN TR C (1)	--	--	--	--	35.2	35.2	6.3	24	42	75	20	2.6
ILLINOIS EASTERN CCS-OLNEY CTRL C (1)	--	--	--	--	39.4	39.4	8.6	38	50	76	0	2.6
ILLINOIS EASTERN CCS-WABASH VALLEY C (1)	--	--	--	--	37.5	37.5	9.7	26	27	85	35	2.5
ILLINOIS VALLEY CC (1)	--	--	--	--	41.6	41.6	-2.8	68	40	54	1	1.2
JOHN A LOGAN C (1)	--	--	--	--	44.7	44.7	3.8	100	50	81	0	2.2
JOHN WOOD CC (1)	--	--	--	--	30.0	30.0	3.7	14	71	93	66	3.4
JOLIET JR C (1)	--	--	--	--	53.9	53.9	3.4	149	36	83	0	0.4
KANKAKEE CC (1)	--	--	--	--	46.7	46.7	4.3	54	48	81	0	3.3
KASKASKIA C (1)	--	--	--	--	43.0	43.0	1.3	50	32	94	12	1.0
KISHWAUKEE C (1)	--	--	--	--	39.8	39.8	2.2	65	48	83	0	3.4
LAKE LAND C (1)	--	--	--	--	38.2	38.2	-6.4	97	42	72	17	1.9
LEWIS & CLARK CC (1)	--	--	--	--	46.1	46.1	-0.3	73	52	73	0	2.7
LINCOLN LAND CC (1)	--	--	--	--	52.0	52.0	6.6	119	45	48	0	4.4
MCHENRY COUNTY C (1)	--	--	--	--	48.9	48.9	3.0	74	46	82	0	3.2
METROPOLITAN CC (1)	--	--	--	--	+	+	--	4	50	0	33	5.0
MORAINE VALLEY CC (1)	--	--	--	--	50.6	50.6	2.3	152	48	95	0	5.6
MORTON C (1)	--	--	--	--	53.0	53.0	3.7	47	57	81	0	6.7
OAKTON CC (1)	--	--	--	--	64.4	64.4	2.9	135	56	87	0	3.3
PARKLAND C (1)	--	--	--	--	50.1	50.1	4.0	148	49	82	1	3.4
PRAIRIE STATE C (1)	--	--	--	--	47.8	47.8	0.6	76	58	86	0	1.6
REND LAKE C (1)	--	--	--	--	42.1	42.1	2.1	60	50	93	12	3.2
RICHLAND CC (1)	--	--	--	--	41.1	41.1	4.4	56	43	64	2	5.6
ROCK VALLEY C (1)	--	--	--	--	48.0	48.0	3.5	117	37	85	6	1.6
SAUK VALLEY CC (1)	--	--	--	--	39.0	39.0	1.7	49	37	76	2	2.3
SHAWNEE CC (1)	--	--	--	--	39.5	39.5	6.3	38	58	89	3	1.0
SOUTH SUBURBAN C (1)	--	--	--	--	51.7	51.7	2.3	121	55	70	0	4.6
SOUTHEASTERN ILLINOIS C (1)	--	--	--	--	39.4	39.4	1.4	50	42	64	32	3.1
SPOON RIVER C (1)	--	--	--	--	38.4	38.4	4.3	37	41	59	0	3.1
TRITON C (1)	--	--	--	--	58.2	58.2	-0.2	157	39	90	0	1.3
WAUBONSEE CC (1)	--	--	--	--	47.2	47.2	2.7	72	54	79	0	3.1
WILLIAM RAINEY HARPER C (1)	--	--	--	--	58.8	58.8	2.4	179	51	83	0	4.2
BA+												
CHICAGO STATE U (1)	50.2	41.7	36.8	24.2	--	37.7	4.6	338	46	47	7	--
EASTERN ILLINOIS U (1)	54.4	45.7	36.6	24.3	--	43.1	1.9	525	40	57	9	7.1
GOVERNORS STATE U (1)	--	--	--	--	58.4	58.4	--	3	0	67	98	9.3
NORTHEASTERN ILLINOIS U (1)	59.8	50.5	45.4	24.8	--	48.6	2.4	303	42	67	7	6.9
U OF ILLINIOS AT SPRINGFIELD (1)	60.2	51.7	42.9	--	--	*53.0	--	145	30	76	1	8.8
WESTERN ILLINOIS U (1)	56.3	46.7	39.9	27.9	--	45.9	3.1	559	34	58	7	8.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	•No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
DOCTORAL												
ILLINOIS STATE U (1)	60.5	47.9	40.5	30.4	28.2	47.6	--	743	35	62	5	7.8
NORTHERN ILLINOIS U (1)	66.1	49.3	41.5	24.2	--	49.3	2.5	816	36	63	8	8.4
SOUTHERN ILLINOIS U-CARBONDALE (1)	61.3	45.6	38.1	26.5	--	44.8	-0.2	799	29	64	15	8.4
SOUTHERN ILLINOIS U-EDWARDSVILLE (1)	56.8	48.9	40.2	31.7	--	45.6	1.9	405	41	53	16	8.3
U OF ILLINOIS AT CHICAGO (1)	76.1	56.6	46.4	39.7	--	60.9	4.4	904	28	70	17	9.6
U OF ILLINOIS AT URBANA (1)	84.1	58.5	51.4	48.1	--	69.3	6.2	1,681	20	77	5	10.4
Independent Institutions												
AA												
GRAHAM HOSP SCHL OF NURSING (1)	--	--	--	--	40.0	40.0	--	8	100	0	0	7.5
LEXINGTON C (1)	--	--	--	--	--	--	--	0	--	--	100	--
LINCOLN C (1)	--	--	--	--	35.7	35.7	2.2	36	36	42	0	7.7
MACCORMAC C (3)	--	--	--	--	--	+	--	20	--	--	--	--
MORRISON INST OF TECHNOLOGY (1)	--	--	--	--	28.5	28.5	-2.9	10	40	0	23	8.5
RAVENSWOOD HOSP MED CTR SCH OF RAD TECH (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT AUGUSTINE C (1)	--	--	+	25.3	--	*25.3	--	17	47	0	19	4.4
SPRINGFIELD C IN ILLINOIS (1)	--	--	--	--	27.2	27.2	10.7	18	44	33	0	4.7
UNIT.SAMARITANS MED CTR SCH OF RAD TECH (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
AUGUSTANA C (1)	58.5	48.4	38.6	34.7	--	46.6	2.4	145	38	61	0	11.7
BARAT C (1)	58.1	43.5	39.3	31.4	--	44.1	5.6	43	58	56	0	8.7
BLACKBURN C (1)	--	--	--	--	35.6	35.6	4.2	29	34	69	0	8.5
BLESSING RIEMAN C OF NURSING (1)	--	+	40.0	--	--	*40.0	--	10	100	0	0	--
EAST-WEST U (1)	--	+	31.3	--	--	*31.3	--	10	50	10	0	5.0
ELMHURST C (1)	58.5	46.7	40.9	33.8	--	46.6	3.7	101	42	61	0	10.5
EUREKA C (1)	45.3	38.0	33.4	--	--	*39.9	0.6	40	35	43	0	8.8
GREENVILLE C (1)	40.8	32.1	30.9	--	--	*34.5	--	53	25	62	7	8.7
ILLINOIS C (1)	58.4	48.3	37.0	--	--	*47.3	--	54	22	63	0	9.0
ILLINOIS WESLEYAN U (2)	--	--	--	--	--	--	--	--	--	--	--	--
JUDSON C (1)	45.4	43.2	35.5	--	--	41.5	0.3	38	32	18	0	9.1
KENDALL C (1)	+	+	33.6	--	--	*33.6	-5.9	12	75	100	54	5.1
KNOX C (1)	59.5	46.1	38.4	37.0	--	46.9	0.0	91	35	52	0	10.5
LAKEVIEW C OF NURSING (1)	--	+	33.4	--	--	*33.4	--	6	100	0	0	6.4
MACMURRAY C (1)	38.8	34.4	27.7	--	--	*32.8	--	38	42	63	42	7.2
MCKENDREE C (1)	48.4	40.2	37.5	32.3	--	*40.6	--	57	46	53	0	--
MILLIKIN U (1)	49.7	47.8	34.5	34.8	--	41.7	-0.0	133	33	57	40	11.1
MONMOUTH C (1)	51.1	41.3	35.7	--	--	44.7	3.7	51	27	75	0	--
NAES C (2)	--	--	--	--	--	--	--	--	--	--	--	--
PRINCIPIA C (3)	--	--	--	--	--	+	--	51	--	--	--	--
ROBERT MORRIS C (1)	--	--	--	--	39.2	39.2	9.3	84	50	0	3	7.3
ROBERT MORRIS C-ORLAND PARK BRANCH (1)	--	--	--	--	--	--	--	--	--	--	--	--
ROBERT MORRIS C-SPRINGFIELD BRANCH (1)	--	--	--	--	--	--	--	--	--	--	--	--
SAINT ANTHONY C OF NURSING (1)	--	--	+	33.9	--	*33.9	--	8	100	0	0	7.8
SAINT FRANCIS MED CTR C OF NURS (1)	--	+	44.6	38.8	--	*41.9	--	17	100	0	0	--
SAINT JOSEPH C OF NURSING (3)	--	--	--	--	--	+	--	12	--	--	--	--
SHIMER C (3)	--	--	--	--	--	+	--	9	--	--	--	--
ST JOHNS C (1)	--	--	35.1	--	--	*35.1	--	5	100	100	71	3.2
TRINITY CHRISTIAN C (1)	45.4	42.4	38.1	--	--	41.9	0.1	36	31	56	5	--
WEST SUBURBAN C OF NURSING (3)	--	--	--	--	--	+	--	11	--	--	--	--

	Prof ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
AURORA U (1)	51.4	43.8	37.2	36.2	--	42.0	--	79	59	0	1	9.4
BRADLEY U (1)	63.8	50.8	40.4	29.3	--	48.1	1.6	296	30	57	1	9.8
COLUMBIA C CHICAGO (1)	--	--	--	--	50.6	50.6	10.7	179	39	68	4	13.2
CONCORDIA U (3)	--	--	--	--	--	+	--	76	--	--	--	--
DOMINICAN U (1)	54.8	44.7	43.9	27.2	--	45.0	--	73	55	59	0	--
JOHN MARSHALL LAW SCHL (1)	105.4	74.3	64.3	--	--	90.0	5.1	53	26	77	0	27.0
KNOWLEDGE SYSTEMS INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
LAKE FOREST C (1)	66.3	51.0	40.9	46.1	--	*52.4	0.5	81	37	62	0	14.0
LEWIS U (1)	54.9	44.9	38.5	34.2	--	44.1	5.3	133	51	44	7	10.4
LINCOLN CHRISTIAN C & SEM (1)	44.2	38.8	35.4	--	--	*41.4	--	32	3	100	0	8.1
MENNONITE C OF NURSING (1)	--	46.3	37.5	35.1	--	38.9	--	15	100	0	0	8.2
NORTH CENTRAL C (1)	54.7	46.3	37.0	--	--	*46.2	--	93	41	66	0	10.4
NORTH PARK U (1)	47.5	41.3	34.5	28.4	--	40.9	--	92	41	54	0	10.1
OLIVET NAZARENE U (1)	46.6	37.3	31.1	--	--	39.3	6.3	84	38	51	1	9.6
PARKS C OF SAINT LOUIS U (3)	--	--	--	--	--	+	--	45	--	--	--	--
QUINCY U (1)	41.8	39.4	32.9	--	+	*37.8	2.6	52	25	58	0	7.8
ROCKFORD C (1)	48.9	38.5	34.3	29.2	--	*41.0	--	82	33	79	0	10.7
SAINT XAVIER U (1)	58.9	49.1	40.4	--	--	*49.2	--	140	56	77	0	10.7
SCHL OF ART INST OF CHICAGO (1)	58.7	48.1	39.3	--	--	*51.4	--	100	44	80	0	11.9
U OF ST FRANCIS (1)	50.7	44.8	39.6	34.5	--	42.1	-1.3	63	63	0	9	11.6
VANDERCOOK C OF MUSIC (3)	--	--	--	--	--	--	--	--	--	--	--	--
DOCTORAL												
ADLER SCHL OF PROF PSYCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
BENEDICTINE U (1)	50.4	42.6	35.2	--	--	45.0	0.9	85	31	73	0	7.9
CATHOLIC THEOL UNION AT CHI (1)	37.6	28.9	+	--	--	*34.9	18.2	17	41	71	41	--
CHICAGO SCHL OF PROF PSYCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
CHICAGO THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
DEPAUL U (1)	79.6	60.1	45.3	38.4	--	59.5	1.6	485	37	55	7	11.6
GARRETT EVANGELICAL THEOL SEM (1)	55.5	49.3	46.6	--	--	*51.1	1.2	20	35	55	13	10.6
ILLINOIS INST OF TECHNOLOGY (1)	75.5	56.0	51.0	35.6	--	*59.1	--	242	17	58	11	14.7
LOYOLA U OF CHICAGO (1)	83.1	57.4	47.3	47.5	--	*62.4	--	456	32	76	14	16.4
LUTHERAN SCHL OF THEOLOGY AT CHICAGO (1)	--	--	--	--	--	--	--	0	--	--	100	--
MCCORMICK THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
NATIONAL-LOUIS U (1)	55.9	45.0	37.9	33.4	23.8	*40.8	--	265	66	37	3	7.0
NORTHERN BAPTIST THEOL SEM (3)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWESTERN U (1)	101.4	67.4	58.5	--	--	83.4	4.8	879	22	69	0	17.5
ROOSEVELT U (1)	58.8	48.2	41.6	35.1	--	*49.0	--	168	34	65	0	13.1
SEABURY-WESTERN THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
SPERTUS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
TRINITY INTL U (1)	52.6	44.5	35.8	--	--	*44.7	--	62	23	55	0	12.4
U OF CHICAGO (1)	108.2	68.7	63.8	42.2	--	87.0	7.8	756	21	67	13	19.3
U OF SAINT MARY OF THE LAKE (1)	--	--	--	--	--	--	--	0	--	--	100	--
WHEATON C (1)	61.7	51.1	42.5	--	--	*53.3	--	168	20	67	1	13.2

INDIANA

Public Institutions

	Prof ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
IVY TECH STATE C-CENTRAL INDIANA (1)	--	--	--	--	33.2	33.2	8.6	103	52	0	0	11.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
IVY TECH STATE C-COLUMBUS (1)	--	--	--	--	30.8	30.8	3.2	52	62	0	0	9.3
IVY TECH STATE C-EAST CENTRAL (1)	--	--	--	--	33.5	33.5	4.7	44	50	0	0	10.4
IVY TECH STATE C-KOKOMO (1)	--	--	--	--	31.7	31.7	3.5	35	57	0	0	--
IVY TECH STATE C-LAFAYETTE (1)	--	--	--	--	32.2	32.2	3.3	42	67	0	0	10.8
IVY TECH STATE C-NORTH CENTRAL (1)	--	--	--	--	30.7	30.7	4.3	58	55	0	0	9.8
IVY TECH STATE C-NORTHEAST (1)	--	--	--	--	31.2	31.2	4.0	57	56	0	0	10.0
IVY TECH STATE C-NORTHWEST (1)	--	--	--	--	31.7	31.7	6.0	65	55	0	0	10.9
IVY TECH STATE C-SOUTH CENTRAL (1)	--	--	--	--	30.3	30.3	0.8	33	61	0	0	10.6
IVY TECH STATE C-SOUTHEAST (1)	--	--	--	--	28.6	28.6	5.8	30	70	0	0	--
IVY TECH STATE C-SOUTHWEST (1)	--	--	--	--	35.0	35.0	-0.1	50	62	0	0	10.7
IVY TECH STATE C-WABASH VALLEY (1)	--	--	--	--	30.8	30.8	3.8	62	55	0	0	10.7
IVY TECH STATE C-WHITEWATER (1)	--	--	--	--	31.7	31.7	2.9	23	52	0	0	10.0
VINCENNES U (1)	49.8	42.2	38.0	31.6	--	44.5	3.6	309	39	84	3	14.8
BA+												
INDIANA U-EAST (1)	56.6	42.6	35.7	32.0	--	*39.0	--	58	55	36	2	13.5
INDIANA U-KOKOMO (1)	58.5	45.2	44.3	34.9	--	*46.3	--	68	47	46	6	15.7
INDIANA U-NORTHWEST (1)	58.3	50.5	41.0	32.0	--	46.1	--	135	37	44	8	16.5
INDIANA U-PURDUE U-FORT WAYNE (3)	--	--	--	--	--	+	--	276	--	--	--	--
INDIANA U-SOUTH BEND (1)	61.4	47.5	40.3	31.3	--	*44.6	--	168	44	44	8	15.3
INDIANA U-SOUTHEAST (1)	58.8	43.9	41.4	32.3	--	44.8	-0.1	134	42	49	3	16.0
PURDUE U-CALUMET CAMPUS (1)	59.2	47.6	37.7	25.1	--	45.8	3.3	231	44	70	10	13.6
PURDUE U-N. CENTRAL CAMPUS (1)	50.8	42.9	37.2	--	--	*41.4	--	67	45	67	12	12.4
U OF SOUTHERN INDIANA (1)	54.5	49.4	41.6	33.5	--	43.5	--	196	40	44	11	12.8
DOCTORAL												
BALL STATE U (1)	62.5	49.4	38.3	27.1	--	46.9	--	870	39	53	0	14.9
INDIANA STATE U (1)	57.3	45.5	38.8	22.1	--	47.1	1.0	528	33	70	2	14.1
INDIANA U-BLOOMINGTON (1)	76.5	54.1	43.8	36.7	--	59.6	2.2	1,281	30	62	9	20.8
INDIANA U-PURDUE U-INDIANAPOLIS (1)	72.3	52.0	45.5	30.5	--	52.0	3.6	528	39	55	25	18.1
PURDUE U-MAIN CAMPUS (1)	81.8	54.9	46.8	25.8	--	59.6	1.9	1,081	27	65	26	16.5
Independent Institutions												
AA												
ANCILLA C (1)	--	32.4	+	--	--	*32.4	0.5	10	40	10	0	6.4
BALL MEM HOSP SCHL OF RADIOLOGIC TECH (1)	--	--	--	--	--	--	--	0	--	--	100	--
DAVENPORT C-MERRILLVILLE (1)	--	--	--	--	--	--	--	0	--	--	100	--
DAVENPORT C-SOUTH BEND-MISHAWAKA (1)	--	--	--	--	--	--	--	0	--	--	100	--
HOLY CROSS C (1)	--	36.0	31.7	--	--	*33.3	5.8	23	35	0	12	6.2
MID-AMERICA C OF FUNERAL SERV (2)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
CALUMET C OF SAINT JOSEPH (1)	+	33.0	29.2	26.8	--	*29.6	8.9	19	37	42	10	7.1
DEPAUW U (1)	59.4	48.9	38.1	--	--	50.9	2.1	153	35	71	0	14.3
FRANKLIN C OF INDIANA (1)	47.0	37.8	35.0	--	--	*41.8	--	54	33	76	2	10.8
GOSHEN C (1)	41.3	36.1	31.2	--	--	*37.1	--	66	38	59	1	8.5
HANOVER C (1)	63.8	48.0	41.0	36.1	--	48.9	--	93	30	53	0	11.9
INDIANA INST OF TECHNOLOGY (1)	+	38.8	35.9	--	--	*37.4	4.9	24	17	33	0	--
LUTHERAN C OF HLTH PROFESSIONS (1)	+	38.4	35.2	31.5	--	*35.4	0.6	31	84	0	11	9.1
MARIAN C (3)	--	--	--	--	--	+	--	69	--	--	--	--
SAINT MARYS C (1)	58.9	47.2	37.4	--	--	*46.2	--	110	56	72	0	13.8
SAINT MEINRAD C (1)	38.6	+	38.3	--	--	*38.5	4.5	13	23	77	0	5.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
TAYLOR U-FT WAYNE (1)	37.4	31.5	33.8	--	--	*33.2	4.7	24	21	21	8	12.5
TAYLOR U-UPLAND (1)	45.6	38.1	33.6	--	--	*39.8	--	104	25	55	2	15.7
TRI-STATE U (1)	45.8	39.1	36.3	--	--	*40.4	--	60	17	47	0	10.2
TRI-STATE U-FORT WAYNE CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
WABASH C (1)	69.9	54.0	39.8	--	--	*59.0	--	76	17	74	0	15.3
BA+												
ASSO. MENNONITE BIBLICAL SEM (1)	42.1	+	+	--	--	*42.1	--	9	22	89	0	--
BETHEL C (1)	43.7	37.6	34.5	--	35.3	*36.2	--	58	36	26	0	10.6
BUTLER U (1)	58.4	48.5	42.4	29.8	--	47.2	0.2	196	34	61	14	11.5
EARLHAM C (1)	56.6	44.6	36.5	--	--	48.8	1.7	77	42	73	0	14.0
HUNTINGTON C (1)	50.6	42.1	36.5	30.0	--	42.4	--	43	35	56	0	11.4
INDIANA WESLEYAN U (1)	47.6	41.0	35.4	--	--	*39.5	--	93	38	10	9	--
MANCHESTER C (1)	44.2	38.2	33.4	--	--	*39.1	--	65	26	66	4	8.6
MARTIN U (1)	--	--	--	--	--	--	--	0	--	--	100	--
OAKLAND CITY U (1)	+	32.1	29.4	25.3	--	*29.9	1.2	23	35	9	21	5.9
ROSE-HULMAN INST OF TECH (1)	70.2	59.5	50.8	--	--	*61.9	--	100	14	67	12	18.7
SAINT FRANCIS C (3)	--	--	--	--	--	+	--	40	--	--	--	--
SAINT JOSEPHS C (1)	42.2	33.9	31.7	19.3	--	*33.6	-2.8	43	42	65	9	8.4
SAINT MARY-OF-THE-WOODS C (1)	40.8	32.9	29.1	--	--	*34.5	--	52	69	56	0	--
SAINT MEINRAD SCHL OF THEOLOGY (1)	46.9	32.2	31.0	--	--	*35.0	--	15	7	47	0	6.2
U OF EVANSVILLE (1)	60.8	47.8	38.7	31.9	--	*46.7	--	182	32	51	0	11.2
VALPARAISO U (1)	66.0	47.2	39.7	29.2	--	*50.1	--	201	31	64	0	11.8
DOCTORAL												
ANDERSON U (1)	44.7	37.2	36.8	27.2	--	*39.2	--	128	35	63	6	9.5
CHRISTIAN THEOL SEM (3)	--	--	--	--	--	+	--	21	--	--	--	--
GRACE C & THEOL SEM (1)	36.4	36.5	+	--	--	*36.4	18.0	35	23	0	0	6.8
U OF INDIANAPOLIS (1)	57.7	45.7	41.6	37.5	--	44.6	--	107	53	38	21	10.1
U OF NOTRE DAME (1)	94.1	63.5	53.3	53.5	--	74.1	4.0	698	18	74	0	17.0
IOWA												
Public Institutions												
AA												
DES MOINES CC (1)	--	--	--	--	41.0	41.0	4.1	157	59	0	39	9.9
EASTERN IOWA CC DISTRICT (1)	--	--	--	--	36.4	36.4	2.5	108	50	0	28	9.8
HAWKEYE CC (1)	--	--	--	--	35.5	35.5	2.2	91	44	0	18	10.1
INDIAN HILLS CC (1)	--	--	--	--	35.6	35.6	2.9	75	55	0	39	7.8
INDIAN HILLS CC-CTRVILLE CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
IOWA CENTRAL CC (1)	40.8	39.1	40.3	38.4	--	*39.3	--	54	37	100	25	8.7
IOWA LAKES CC (1)	43.0	38.4	+	31.2	--	*39.5	0.3	31	29	0	57	11.8
IOWA VALLEY CC DISTRICT (1)	40.6	35.7	31.2	26.8	--	36.4	--	77	47	0	0	10.9
IOWA WESTERN CC (1)	42.5	37.0	31.2	28.8	--	34.8	2.4	79	43	0	25	8.7
KIRKWOOD CC (1)	42.1	36.7	33.6	31.2	--	37.2	2.1	96	42	100	51	10.8
NORTH IOWA AREA CC (1)	--	--	--	--	40.6	40.6	2.4	68	37	88	26	10.7
NORTHEAST IOWA CC-CALMAR (1)	--	--	--	--	35.5	35.5	-0.8	75	60	0	29	9.9
NORTHEAST IOWA CC-PEOSTA (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWEST IOWA CC (1)	--	--	--	--	31.8	31.8	7.0	18	44	0	51	7.6
SOUTHEASTERN CC (1)	--	--	--	--	47.2	47.2	2.1	55	27	0	19	6.3
SOUTHWESTERN CC (1)	--	--	--	--	31.9	31.9	2.6	30	30	0	33	9.6
WESTERN IOWA TECH CC (1)	--	--	--	--	33.8	33.8	-0.1	69	48	0	17	8.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
DOCTORAL												
IOWA STATE U (1)	76.7	56.9	46.5	32.0	--	60.9	5.1	809	29	74	20	14.6
U OF IOWA (1)	80.2	54.9	47.4	38.9	--	65.2	--	874	29	79	15	16.4
U OF NORTHERN IOWA (1)	66.1	51.7	43.3	35.9	--	50.6	2.7	637	39	67	1	13.4
Independent Institutions												
AA												
AMERICAN INST OF BUSINESS (1)	--	--	--	--	26.2	*26.2	--	6	83	0	73	4.6
IOWA METHODIST SCHL OF NURSING (2)	--	--	--	--	--	--	--	--	--	--	--	--
ST. LUKES C OF NURS & HLTH SCIENCES (1)	--	--	38.4	38.3	+	*38.3	--	11	100	0	0	6.2
BA												
ALLEN C (1)	--	+	38.7	--	--	*38.7	--	10	100	0	17	8.1
BRIAR CLIFF C (1)	40.5	34.9	32.3	--	--	*36.0	--	60	43	58	0	7.1
CENTRAL C (1)	49.5	43.7	35.1	32.6	--	*42.3	--	82	32	67	0	9.9
CORNELL C (1)	58.6	44.5	36.9	34.9	--	49.0	--	77	26	75	0	10.8
DIVINE WORD C (1)	+	28.7	30.6	27.5	--	*29.6	1.1	18	56	28	0	8.0
GRINNELL C (1)	79.8	61.4	44.9	--	--	*61.7	5.3	142	35	59	0	15.3
IOWA WESLEYAN C (1)	27.4	25.2	23.9	21.5	--	*24.8	--	39	54	49	9	--
LUTHER C (1)	54.8	44.2	38.6	32.3	--	*46.0	--	164	35	68	1	12.5
MERCY C OF HLTH SCIENCES (1)	--	31.4	30.3	--	--	*30.7	--	12	100	0	43	9.8
MOUNT MERCY C (1)	42.7	38.2	34.2	--	--	*37.3	--	64	50	73	2	8.5
MOUNT ST CLARE C (1)	--	--	--	--	33.1	33.1	5.3	23	39	0	4	--
NORTHWESTERN C (1)	47.5	41.6	34.1	--	--	*38.9	--	64	23	59	0	10.3
SIMPSON C (1)	55.0	43.1	35.6	33.5	--	42.9	2.7	75	39	60	1	9.5
VENNARD C (2)	--	--	--	--	--	--	--	--	--	--	--	--
WALDORF C (1)	40.5	38.1	31.9	28.9	--	*34.1	--	30	40	40	21	10.3
WARTBURG C (1)	51.9	41.1	36.0	36.5	--	*43.2	--	79	35	63	0	12.2
WESTMAR U (1)	39.8	35.2	29.9	--	--	*33.4	--	24	38	46	17	6.9
WILLIAM PENN C (1)	38.0	34.9	28.2	--	--	*31.2	2.8	33	27	30	0	9.2
BA+												
BUENA VISTA U (1)	57.2	42.9	36.6	33.5	--	43.2	2.5	72	25	47	1	10.1
CLARKE C (1)	50.2	42.2	35.4	33.6	--	38.6	--	74	58	31	4	6.5
COE C (1)	54.6	42.0	36.7	--	--	45.8	-0.4	68	32	81	0	14.3
DORDT C (1)	51.5	41.5	35.2	33.5	--	*43.0	2.0	73	10	49	0	14.6
FAITH BAPTIST BIBLE C & THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
GRACELAND C (3)	--	--	--	--	--	+	--	83	--	--	--	--
GRAND VIEW C (1)	43.3	36.5	31.8	--	--	*38.2	-0.4	71	54	65	0	7.6
LORAS C (1)	48.4	40.3	35.1	30.7	--	*41.7	--	109	26	63	0	8.0
MARYCREST INTL U (1)	44.2	35.0	26.7	--	--	*33.6	--	27	48	81	0	--
MORNINGSIDE C (1)	42.5	37.9	35.0	30.6	--	*37.9	--	69	41	59	0	9.2
PALMER C OF CHIROPRACTIC (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT AMBROSE U (1)	49.9	42.1	37.1	--	+	*42.5	8.0	96	32	49	17	11.4
SAINT LUKES HOSP MED TECH PROG (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF OSTEOPATHIC MED & HLTH SCI (1)	--	--	--	--	--	--	--	0	--	--	100	--
UPPER IOWA U (1)	--	--	--	--	--	--	--	0	--	--	100	--
WARTBURG THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOCTORAL												
DRAKE U (1)	68.1	50.0	41.6	33.2	--	*54.6	--	236	30	72	12	12.8
MAHARISHI U OF MGMT (1)	8.7	5.5	4.5	3.5	--	*5.0	--	75	29	0	5	13.5
U OF DUBUQUE (1)	37.4	36.4	31.3	--	--	35.5	1.4	40	43	60	13	6.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
KANSAS												
Public Institutions												
AA												
ALLEN COUNTY CC (1)	--	--	--	--	30.1	30.1	7.0	28	29	50	3	5.5
BARTON COUNTY CC (1)	--	--	--	--	31.1	31.1	2.2	50	60	78	4	6.0
BUTLER COUNTY CC (1)	--	--	--	--	34.1	34.1	-1.5	119	55	0	3	8.3
CLOUD COUNTY CC (1)	--	--	--	--	30.8	30.8	8.0	38	37	74	0	9.7
COFFEYVILLE CC (1)	--	--	--	--	28.1	28.1	-3.5	40	33	78	18	5.1
COLBY CC (1)	--	--	--	--	34.0	34.0	6.2	52	50	85	0	5.0
COWLEY COUNTY CC (1)	--	--	--	--	33.5	33.5	3.8	42	50	71	0	8.3
DODGE CITY CC (1)	39.7	32.7	29.5	27.4	--	34.0	--	58	41	66	0	6.9
FLINT HILLS TECH C (1)	--	--	--	--	33.2	33.2	--	20	35	65	20	4.2
FORT SCOTT CC (1)	--	--	--	--	31.6	31.6	-1.0	30	37	87	39	5.4
GARDEN CITY CC (1)	--	--	--	--	36.1	36.1	1.6	66	39	77	0	7.7
HIGHLAND CC (1)	--	--	--	--	30.0	30.0	-4.8	26	50	65	0	5.5
HUTCHINSON CC (1)	--	--	--	--	36.7	36.7	4.4	92	43	83	12	8.5
INDEPENDENCE CC (1)	--	--	--	--	34.0	34.0	10.6	32	38	78	3	7.3
JOHNSON COUNTY CC (1)	--	--	--	--	47.2	47.2	3.1	255	45	0	6	15.0
KANSAS CITY KANSAS CC (1)	--	--	--	--	45.2	45.2	11.2	116	52	98	0	7.1
LABETTE CC (1)	--	--	--	--	34.3	34.3	-1.6	32	53	72	0	6.1
MANHATTAN AREA TECH C (1)	--	--	--	--	37.0	*37.0	--	10	10	100	58	3.8
NEOSHO COUNTY CC (1)	--	--	--	--	31.0	31.0	2.8	32	41	100	20	7.6
NORTH CENTRAL KANSAS TECH C (1)	--	--	--	--	30.2	30.2	--	40	35	73	0	7.0
PRATT CC (1)	--	--	--	--	31.3	31.3	3.5	30	50	77	14	5.2
SEWARD COUNTY CC (1)	--	--	--	--	31.4	31.4	1.6	29	55	72	22	5.5
WICHITA AREA TECH C (1)	--	--	--	--	28.7	28.7	--	112	59	68	16	6.4
BA												
HASKELL INDIAN NATIONS U (1)	--	--	--	--	41.3	41.3	-0.3	44	45	100	0	8.2
KANSAS ST U-SALINA C OF TECHN (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
FORT HAYS STATE U (1)	47.1	43.4	35.9	30.2	+	*40.2	3.6	192	35	51	20	9.6
PITTSBURG STATE U (1)	51.5	44.7	36.7	29.7	--	*41.2	--	249	35	53	15	10.6
WASHBURN U OF TOPEKA (1)	65.0	45.4	35.8	31.0	--	*48.5	--	194	37	66	8	11.0
DOCTORAL												
EMPORIA STATE U (1)	49.5	43.4	38.3	28.5	--	40.8	3.7	202	38	51	12	10.1
KANSAS STATE U (1)	60.7	46.9	41.4	30.9	--	48.5	3.3	674	27	67	22	11.8
U OF KANSAS MAIN CAMPUS (1)	67.1	48.8	42.8	--	--	*56.0	--	935	24	79	2	13.2
U OF KANSAS MED CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
WICHITA STATE U (1)	60.6	47.7	41.0	31.3	--	47.2	4.0	417	34	67	8	11.9
Independent Institutions												
AA												
DONNELLY C (1)	--	--	--	--	22.4	22.4	1.6	13	46	0	0	4.1
HESSTON C (1)	--	--	--	--	27.7	27.7	0.6	23	39	0	12	7.0
BA												
BAKER U C OF ARTS & SCIENCES (1)	40.8	35.8	30.6	--	--	*35.7	3.3	57	35	63	0	8.3
BARCLAY C (1)	+	--	+	--	--	+	8.8	5	20	0	0	6.4
BETHANY C (1)	34.4	27.7	25.0	--	--	*28.4	1.3	42	24	60	2	7.3
BETHEL C (1)	31.8	30.6	28.3	--	--	*29.9	-2.0	51	43	45	12	8.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
CENTRAL C (1)	--	--	--	--	26.2	*26.2	--	17	12	0	0	8.5
MANHATTAN CHRISTIAN C (1)	+	30.5	+	--	--	*30.5	3.1	12	33	0	0	--
MCPHERSON C (1)	36.4	31.7	27.8	27.4	--	*30.8	--	38	29	47	0	9.3
OTTAWA U (1)	32.0	36.0	33.0	--	--	*33.8	1.7	22	41	77	29	--
STERLING C (1)	32.2	28.9	25.3	--	--	*27.5	--	28	29	0	7	11.2
TABOR C (1)	35.0	30.0	25.5	--	--	*28.6	--	31	23	35	0	7.7
BA+												
BENEDICTINE C (1)	42.2	34.3	29.2	27.9	--	*33.4	--	55	29	58	0	6.1
CENTRAL BAPTIST THEOL SEM (1)	40.6	+	--	--	--	*40.6	-3.5	7	29	43	22	9.3
FRIENDS U (1)	44.5	40.4	35.6	30.0	--	*38.2	--	54	48	15	14	8.3
KANSAS NEWMAN C (1)	40.7	37.8	38.1	56.0	--	*39.0	--	65	66	11	21	6.5
KANSAS WESLEYAN U (1)	35.0	30.8	28.2	--	--	*30.3	2.9	40	53	45	0	--
MIDAMERICA NAZARENE U (1)	41.5	34.7	31.1	29.0	--	*35.0	--	58	40	0	13	9.8
OTTAWA U-KANSAS CITY (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT MARY C (1)	36.9	32.4	30.0	30.7	--	*31.8	-0.0	36	53	47	0	--
SOUTHWESTERN C (1)	40.0	35.0	29.8	--	--	*34.3	--	40	40	53	0	8.3

KENTUCKY

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
ASHLAND CC (1)	46.0	35.8	32.4	29.3	--	36.6	2.8	899	55	71	5	8.9
ELIZABETHTOWN CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
HAZARD CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
HENDERSON CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
HOPKINSVILLE CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
JEFFERSON CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
LEXINGTON CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
MADISONVILLE CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
MAYSVILLE CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
OWENSBORO CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
PADUCAH CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
PRESTONSBURG CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOMERSET CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTHEAST CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
EASTERN KENTUCKY U (1)	60.0	51.0	41.3	30.5	--	49.6	4.8	539	46	72	8	12.8
KENTUCKY STATE U (1)	54.0	44.5	37.8	29.2	--	*42.7	--	109	34	60	10	11.1
MOREHEAD STATE U (1)	55.8	43.3	36.9	25.0	--	41.6	2.1	317	38	58	0	11.2
MURRAY STATE U (1)	54.8	45.0	37.6	31.6	--	*42.8	--	316	35	54	11	12.7
NORTHERN KENTUCKY U (1)	61.9	44.8	38.0	26.0	--	*44.4	--	347	42	62	8	9.6
WESTERN KENTUCKY U (1)	57.5	45.5	38.2	31.5	46.2	46.0	3.1	507	36	61	6	12.3
DOCTORAL												
U OF KENTUCKY (1)	73.0	52.4	44.8	--	--	*58.5	2.9	810	27	76	34	12.6
U OF LOUISVILLE (1)	64.7	48.6	40.5	33.2	--	52.1	4.6	478	32	66	32	11.8
Independent Institutions												
AA												
SAINT CATHARINE C (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA												
ALICE LLOYD C (1)	34.5	29.5	25.8	21.0	--	*24.3	--	44	48	0	0	7.1
ASBURY C (1)	46.0	39.2	32.9	26.6	--	*39.9	--	85	27	68	1	9.0
BEREA C (1)	59.5	46.9	37.3	33.5	--	*48.3	--	115	37	74	3	--
CENTRE C (1)	59.1	44.1	38.9	--	--	48.3	3.6	85	31	64	0	11.4
CLEAR CREEK BAPTIST BIBLE C (1)	+	38.5	+	--	--	*38.5	3.4	7	14	0	0	10.5
KENTUCKY WESLEYAN C (1)	38.6	36.1	28.3	--	--	*35.0	-4.9	43	33	63	0	10.5
MID-CONTINENT BAPTIST BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MIDWAY C (1)	--	36.5	31.3	--	--	*31.9	--	41	73	44	11	6.7
PIKEVILLE C (1)	37.5	36.2	31.8	22.5	--	*33.4	4.7	50	52	0	12	6.3
SUE BENNETT C (3)	--	--	--	--	--	+	--	24	--	--	--	--
TRANSYLVANIA U (1)	54.3	46.6	36.3	--	--	*44.6	--	64	33	53	0	--
BA+												
BELLARMINE C (1)	51.0	43.3	38.8	--	--	44.4	3.9	86	44	69	0	11.0
BRESCIA C (1)	+	33.8	31.0	--	--	*32.2	4.4	29	41	52	6	--
CAMPBELLSVILLE U (1)	39.7	32.4	28.6	23.6	--	*31.5	--	60	38	42	0	7.7
CUMBERLAND C (1)	37.0	33.1	32.0	27.9	+	*33.0	6.1	88	34	38	0	8.6
GEORGETOWN C (1)	46.8	37.4	33.1	--	--	*38.9	--	77	36	61	5	8.0
LINDSEY WILSON C (1)	44.8	36.7	30.4	31.1	14.0	*32.6	4.6	44	34	2	8	5.4
THOMAS MORE C (1)	37.9	33.4	30.4	--	--	*33.2	--	77	36	53	0	11.5
UNION C (1)	35.5	31.0	27.9	23.1	--	*31.0	--	45	44	58	0	--
DOCTORAL												
ASBURY THEOL SEM (1)	59.7	48.4	+	--	--	*57.8	--	38	13	71	0	14.3
LEXINGTON THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISVILLE PRESBYTERIAN THEOL SEM (1)	61.2	+	+	--	--	*61.2	5.6	15	40	53	0	--
SOUTHERN BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
SPALDING U (1)	40.0	38.5	34.6	31.3	--	36.1	2.8	65	68	43	11	5.7

LOUISIANA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BOSSIER PARISH CC (3)	--	--	--	--	--	+	--	81	--	--	--	--
CHARLES B COREIL TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
DELGADO CC (1)	47.3	40.3	33.8	29.9	--	35.9	2.4	311	62	43	14	6.9
ELAINE P NUNEZ CC (1)	--	36.3	32.2	24.4	--	28.3	--	45	51	24	15	--
LOUISIANA STATE U-ALEXANDRIA (1)	42.5	37.2	30.8	28.1	--	*36.0	--	57	51	70	8	7.6
LOUISIANA STATE U-EUNICE (1)	47.8	40.2	33.9	28.5	--	36.2	-1.4	58	47	47	13	8.6
LA TECH C SYSTEM-YOUNG MEM (2)	--	--	--	--	--	--	--	--	--	--	--	--
LOUISIANA TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
LA TECH C-ACADIAN CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LA TECH C-ASCENSION CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LA TECH C-AVOYELLES CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LA TECH C-BASTROP CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LA TECH C-BATON ROUGE CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LA TECH C-EVANGELINE CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-FOLKES CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LA TECH C-GULF AREA CAMPUS (2)	--	--	--	--	--	--	--	--	--	--	--	--
LA TECH C-HAMMOND AREA CAMP (1)	--	--	--	--	--	--	--	0	--	--	100	--
LA TECH C-JEFFERSON CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene ($)
LOUISIANA TECH C-JEFFERSON DAVIS CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-JUMONVILLE MEMORIAL (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-LAFAYETTE CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-LAFOURCHE CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-LAFOURCHE CAMP EXT C (1)	--	--	--	--	--	--	--	--	--	--	--	--
LOUISIANA TECH C-LAMAR SALTER CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-NATCHITOCHES CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-NORTH CENTRAL C (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-NORTHWEST LOUISIANA (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-RIVER PARISHES CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-RUSTON CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-SABINE VALLEY CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-SIDNEY N COLLIER (2)	--	--	--	--	--	--	--	--	--	--	--	--
LOUISIANA TECH C-SLIDELL CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-SOUTH LA CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-SOWELA CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-T H HARRIS CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-TALLULAH CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
LOUISIANA TECH C-TALLULAH CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-TECH AREA CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH C-W JEFFERSON CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
SOUTH U-SHREVEPORT-BOSSIER CITY CAMPUS (1)	+	39.4	33.0	28.2	--	*31.7	-9.0	39	64	46	34	7.3
BA+												
LOUISIANA STATE U-SHREVEPORT (1)	51.0	43.6	37.4	22.2	--	44.1	0.3	131	32	75	4	9.3
MCNEESE STATE U (1)	52.4	42.7	36.9	30.9	--	42.7	-0.1	265	40	70	4	9.4
NICHOLLS STATE U (1)	51.4	42.4	36.5	24.7	--	*37.7	--	258	47	49	6	8.1
NORTHWESTERN STATE U OF LA (1)	52.3	44.7	36.0	24.7	--	39.0	1.2	242	52	38	13	8.0
SOUTHEASTERN LOUISIANA U (1)	53.8	44.4	38.2	29.1	--	39.1	1.4	413	50	41	5	7.6
SOUTHERN U-NEW ORLEANS (1)	49.9	43.4	37.9	28.9	--	40.1	0.0	129	39	52	10	--
DOCTORAL												
GRAMBLING STATE U (1)	52.6	45.5	38.2	29.7	--	40.2	0.4	248	43	48	20	5.5
LA STATE U & AG & MECH & HEBERT LAWS CTR (1)	70.1	51.3	43.5	29.5	--	52.3	-1.1	1,014	29	60	31	11.4
LOUISIANA STATE U-MED CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH U (1)	56.6	46.2	39.2	25.4	--	44.1	0.9	310	35	57	15	11.3
NORTHEAST LOUISIANA U (1)	50.5	42.5	36.3	26.7	--	37.4	1.6	366	48	43	23	8.1
SOUTHERN U & A&M C (1)	57.3	47.2	38.9	30.2	--	*44.0	--	435	48	59	4	8.4
U OF NEW ORLEANS (1)	61.4	45.4	41.8	27.3	--	48.9	0.5	483	32	68	2	9.6
U OF SOUTHWESTERN LOUISIANA (1)	64.8	49.8	41.5	31.7	--	48.7	3.9	522	35	61	4	9.1
Independent Institutions												
AA												
REMINGTON C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
DILLARD U (1)	52.7	45.7	38.5	29.3	--	*41.7	5.0	97	51	11	8	8.9
LOUISIANA C (1)	40.5	35.1	33.7	30.9	--	*36.8	--	61	41	62	0	12.8
OUR LADY OF THE LAKE C (1)	+	56.8	47.6	--	--	*52.2	--	26	88	0	28	11.6
BA+												
CENTENARY C OF LOUISIANA (1)	49.7	38.7	34.1	--	+	*41.2	--	70	23	66	0	8.8
LOYOLA U-NEW ORLEANS (1)	69.4	52.3	42.3	33.0	--	55.1	--	246	35	69	3	11.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
OUR LADY OF HOLY CROSS C (1)	+	40.3	37.9	33.9	--	*38.4	8.1	29	52	0	0	6.3
XAVIER U OF LOUISIANA (1)	53.7	42.3	36.0	28.6	--	40.2	4.4	172	35	35	17	16.0
DOCTORAL												
NEW ORLEANS BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
TULANE U OF LOUISIANA (1)	80.3	55.0	47.5	41.6	--	*63.9	--	419	26	77	57	7.5

MAINE

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
CENTRAL MAINE TECH C (1)	--	--	--	--	35.9	35.9	-1.3	44	32	100	0	10.2
EASTERN MAINE TECH C (1)	--	--	--	--	36.3	36.3	1.3	43	28	0	7	13.2
KENNEBEC VALLEY TECH C (1)	--	--	--	--	34.9	34.9	-0.4	26	73	0	16	12.0
NORTHERN MAINE TECH C (1)	--	--	--	--	36.0	36.0	-2.4	43	30	0	0	--
SOUTHERN MAINE TECH C (1)	--	--	--	--	37.2	37.2	6.7	68	31	0	15	13.0
WASHINGTON COUNTY TECH C (1)	--	--	--	--	37.0	37.0	0.4	23	22	100	4	12.9
YORK COUNTY TECH C (1)	--	--	--	--	32.0	*32.0	--	5	40	0	0	12.6
BA												
U OF MAINE AT AUGUSTA (1)	48.4	41.0	33.5	29.3	--	*41.0	--	93	43	71	0	10.7
U OF MAINE AT FARMINGTON (1)	50.0	39.3	32.3	35.4	--	41.8	1.3	96	43	65	0	11.4
U OF MAINE AT FORT KENT (1)	47.0	40.3	36.0	--	--	*39.1	0.4	33	36	48	0	10.4
U OF MAINE AT MACHIAS (1)	46.5	39.8	30.7	--	--	*37.2	--	41	32	59	0	10.3
U OF MAINE AT PRESQUE ISLE (1)	44.8	41.0	37.7	33.6	--	*40.8	2.6	52	29	67	2	11.0
BA+												
MAINE MARITIME ACAD (1)	46.3	39.3	34.8	--	--	*39.5	--	54	17	0	0	14.1
U OF SOUTHERN MAINE (1)	63.7	49.0	39.3	36.5	--	*50.3	--	310	36	72	1	12.5
DOCTORAL												
U OF MAINE (1)	61.5	49.8	41.8	36.5	--	50.7	--	358	31	71	3	12.7

Independent Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
CENTRAL MAINE MED CTR SCHL OF NURSING (1)	--	--	--	--	32.7	32.7	-8.5	11	100	0	0	6.9
BA												
BATES C (1)	78.4	54.7	44.3	38.3	--	*60.1	--	129	36	60	0	15.0
BOWDOIN C (1)	82.1	59.4	45.5	38.7	--	*62.8	1.5	137	35	63	0	15.2
COLBY C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MAINE C OF ART (1)	30.4	20.5	22.7	--	--	*24.0	--	24	17	0	0	7.6
UNITY C (1)	41.1	32.3	30.6	--	--	*33.9	--	35	26	0	0	8.5
U OF NEW ENGLAND-WESTBROOK C CAMPUS (1)	+	35.7	28.9	23.6	--	*30.6	8.1	24	67	0	11	7.9
BA+												
COLLEGE OF THE ATLANTIC (1)	--	--	--	--	44.1	44.1	12.8	18	33	0	0	10.3
HUSSON C (1)	45.1	41.6	35.2	--	--	*40.0	--	46	54	35	0	7.6
SAINT JOSEPHS C (1)	+	45.7	36.0	--	--	*38.5	--	48	67	40	9	--
THOMAS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOCTORAL												
BANGOR THEOL SEM (1)	44.8	+	+	--	--	*44.8	6.0	8	38	25	0	8.8
U OF NEW ENGLAND-U CAMPUS (1)	52.4	42.3	35.5	28.4	--	*39.3	--	61	46	43	40	8.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
MARYLAND												
Public Institutions												
AA												
ALLEGANY C OF MARYLAND (1)	48.8	39.1	30.7	--	--	*38.9	--	72	53	68	21	10.8
ANNE ARUNDEL CC (1)	57.8	46.6	37.5	33.7	--	47.6	3.9	182	45	64	5	11.1
BALTIMORE CITY CC (1)	50.6	45.2	37.6	31.7	--	41.4	--	114	55	0	2	13.3
CARROLL CC (1)	+	50.9	38.1	36.9	--	*41.7	10.8	38	63	0	14	12.3
CATONSVILLE CC (1)	55.2	46.8	36.2	30.0	--	43.6	-0.2	150	48	72	14	13.0
CECIL CC (1)	51.5	46.2	39.5	--	--	*46.5	3.1	34	50	44	13	--
CHARLES COUNTY CC (1)	53.2	42.5	37.9	--	--	*48.2	6.8	81	54	67	1	12.6
CHESAPEAKE C (1)	49.0	44.4	37.3	33.2	--	*40.8	1.4	36	42	28	8	12.9
DUNDALK CC (1)	52.5	43.9	36.4	--	--	*43.2	--	47	47	85	8	12.7
ESSEX CC (1)	54.6	45.2	35.8	27.3	--	*46.8	--	122	43	87	9	14.3
FREDERICK CC (1)	50.0	44.2	38.0	--	--	*43.3	1.7	70	50	0	3	11.4
GARRETT CC (1)	42.2	36.7	+	--	--	*39.8	2.9	17	47	47	0	14.0
HAGERSTOWN JR C (1)	50.8	38.3	33.9	28.9	--	*43.6	2.1	51	57	67	12	11.9
HARFORD CC (1)	51.9	48.1	41.8	34.4	38.2	45.9	--	73	47	77	10	14.0
HOWARD CC (1)	56.0	45.0	38.8	32.8	--	*46.6	3.4	73	62	0	14	11.1
MONTGOMERY C OF GERMANTOWN (1)	57.5	48.5	42.4	--	--	53.0	4.3	61	39	21	0	13.2
MONTGOMERY C OF ROCKVILLE (1)	59.8	49.3	41.4	35.2	--	54.1	2.6	241	46	38	0	14.0
MONTGOMERY C OF TAKOMA PARK (1)	58.3	48.9	48.8	--	--	*54.9	--	80	59	24	0	13.2
PRINCE GEORGES CC (1)	57.6	45.4	37.3	33.1	--	49.7	3.4	213	52	59	0	8.1
WOR-WIC CC (1)	60.1	44.8	41.1	33.1	--	*41.0	--	34	56	0	11	9.2
BA												
SAINT MARYS C OF MARYLAND (1)	68.0	53.7	39.2	35.9	--	*51.5	--	109	40	58	0	12.5
U.S. NAVAL ACAD (1)	75.8	58.0	49.2	--	--	*64.5	--	276	24	79	4	10.4
BA+												
BOWIE STATE U (1)	54.9	47.1	41.2	36.6	--	*44.9	--	137	39	44	0	10.7
COPPIN STATE C (1)	59.7	48.2	42.3	23.6	--	*47.6	--	106	47	64	4	14.8
FROSTBURG STATE U (1)	58.3	47.2	41.2	29.7	--	46.9	6.2	239	34	69	0	12.7
SALISBURY STATE U (1)	60.2	47.4	40.4	31.7	--	44.6	2.6	254	39	59	0	11.1
TOWSON U (1)	58.7	48.4	41.6	34.8	--	*49.0	--	418	38	75	7	15.5
U OF BALTIMORE (1)	83.0	62.9	52.0	--	--	68.6	5.4	133	33	84	6	15.9
U OF MARYLAND-U C (1)	--	--	--	31.1	--	*31.1	--	9	11	0	0	6.6
DOCTORAL												
MORGAN STATE U (1)	67.6	54.3	44.1	37.2	--	49.0	1.1	198	38	47	19	16.7
U OF MARYLAND-BALTIMORE (1)	98.1	75.2	54.1	--	--	*81.7	0.4	54	30	76	83	17.8
U OF MD-BALTIMORE COUNTY (1)	70.6	50.4	45.2	31.9	--	52.4	4.6	325	29	60	15	12.3
U OF MARYLAND-COLLEGE PARK (1)	79.2	55.5	49.4	33.8	+	*61.2	--	1,057	30	70	30	14.5
U OF MARYLAND-EASTERN SHORE (1)	53.0	48.2	42.4	32.0	--	40.9	5.1	97	39	32	33	11.1
Independent Institutions												
AA												
BALTIMORE INTL C (1)	--	--	--	--	30.8	*30.8	--	5	20	0	72	4.1
MARYLAND C OF ART & DESIGN (1)	--	--	+	--	--	+	12.0	3	67	0	40	--
BA												
COLUMBIA UNION C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SOJOURNER-DOUGLAS C (3)	--	--	--	--	--	--	--	--	--	--	--	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
CAPITOL C (1)	45.4	38.5	37.5	--	--	*40.5	--	15	27	0	17	--
COLLEGE OF NOTRE DAME MD (1)	50.2	40.8	32.7	--	--	*40.8	--	72	64	33	5	7.6
GOUCHER C (1)	68.4	51.3	40.7	36.2	--	*51.8	--	78	62	65	0	--
HOOD C (1)	54.2	45.4	38.0	--	--	*45.2	5.3	75	53	57	0	10.8
MARYLAND INST C OF ART (1)	--	--	--	--	42.1	42.1	-13	82	41	0	0	--
MOUNT SAINT MARYS C (1)	54.7	41.7	34.7	35.1	--	*41.7	1.9	100	29	60	0	10.9
ST JOHN'S C (1)	--	--	--	--	48.2	48.2	0.5	53	23	72	0	15.3
VILLA JULIE C (1)	50.5	44.1	39.1	37.7	--	*40.8	1.9	62	71	0	3	7.6
WASHINGTON BIBLE C (1)	--	+	28.9	--	--	*28.9	-1.2	8	38	0	11	7.9
WASHINGTON C (1)	53.9	45.2	38.4	--	--	48.0	--	65	28	75	0	10.8
WESTERN MARYLAND C (1)	59.0	46.8	38.2	--	--	*49.3	--	89	36	73	0	13.4
DOCTORAL												
BALTIMORE HEBREW U (1)	--	--	--	--	--	--	--	0	--	--	100	--
JOHNS HOPKINS U (1)	91.2	63.0	51.7	42.5	66.4	*74.0	--	480	30	55	45	16.1
LOYOLA C (1)	69.7	52.8	42.7	33.2	--	*53.1	--	225	36	71	0	14.7
NER ISRAEL RABBINICAL C (1)	--	--	--	--	--	--	--	0	--	--	100	--
PEABODY INST OF JOHNS HOPKINS U (1)	--	--	--	--	45.7	45.7	3.4	72	32	0	0	12.3

MASSACHUSETTS

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BERKSHIRE CC (1)	45.3	27.0	33.5	30.0	--	*42.3	--	71	56	80	0	13.1
BRISTOL CC (1)	45.5	37.6	33.1	34.4	--	*41.5	--	104	52	74	0	4.5
BUNKER HILL CC (1)	43.9	36.0	35.3	32.3	--	*40.9	--	126	59	75	0	--
CAPE COD CC (1)	47.7	37.7	37.1	34.8	--	*44.5	1.5	85	54	76	0	--
ESSEX AGRL TECH INST (1)	--	--	--	--	36.3	36.3	--	63	54	79	0	--
GREENFIELD CC (1)	45.5	36.3	33.5	31.9	--	*42.3	--	62	48	0	0	12.4
HOLYOKE CC (1)	43.8	33.6	32.2	32.9	--	40.3	1.6	121	49	74	0	--
MASSACHUSETTS BAY CC (1)	46.9	42.8	40.6	40.4	--	43.4	2.8	90	58	49	24	10.1
MASSASOIT CC (1)	45.0	37.0	35.8	30.6	--	*42.5	--	149	49	85	0	6.8
MASSASOIT CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
MIDDLESEX CC (1)	42.9	36.3	34.8	--	--	*41.7	--	116	61	86	0	0.4
MOUNT WACHUSETT CC (1)	44.8	36.4	34.6	23.9	--	*40.8	--	72	46	72	0	5.5
NORTH SHORE CC (1)	45.7	36.5	35.9	34.4	--	*43.7	--	107	52	83	0	0.0
NORTHERN ESSEX CC (1)	45.4	37.2	35.0	--	--	*43.6	--	107	54	93	0	9.0
QUINCY C (1)	38.0	--	--	--	--	38.0	6.6	59	63	78	0	4.0
QUINSIGAMOND CC (1)	45.5	42.1	39.3	34.7	--	*44.4	--	97	54	78	0	0.8
ROXBURY CC (1)	47.0	37.5	33.5	--	--	*42.7	7.7	67	43	76	0	--
SPRINGFIELD TECH CC (1)	47.0	39.6	38.2	34.8	--	*43.8	--	173	53	76	0	13.4
BA												
FRANKLIN INST OF BOSTON (1)	39.6	34.9	29.4	24.4	--	*29.9	--	26	15	0	0	7.6
MASSACHUSETTS MARITIME ACAD (1)	59.0	51.2	43.2	--	--	*52.9	--	56	9	84	0	20.4
BA+												
BRIDGEWATER STATE C (1)	56.5	49.9	40.2	30.0	--	49.4	1.3	262	42	72	0	15.1
FITCHBURG STATE C (1)	56.3	47.9	40.2	35.5	--	49.4	--	203	42	83	0	4.6
FRAMINGHAM STATE C (1)	56.6	46.9	39.6	29.5	--	*49.0	--	168	48	77	0	11.6
MASSACHUSETTS C OF ART (1)	54.9	44.9	39.5	--	--	49.1	11.4	66	45	67	0	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene ($)
MASS C OF LIBERAL ARTS (1)	63.8	47.3	37.6	--	--	*52.7	--	90	32	84	0	--
SALEM STATE C (1)	57.9	47.7	38.7	27.9	--	47.4	2.3	322	46	70	0	14.4
WESTFIELD STATE C (1)	55.9	47.5	39.1	--	--	*49.0	--	169	33	77	0	--
WORCESTER STATE C (1)	58.9	50.6	39.5	36.5	--	*49.9	--	163	42	67	0	--
DOCTORAL												
U OF MASSACHUSETTS-AMHERST (1)	79.2	60.5	49.6	39.6	--	*67.9	--	1,083	26	78	6	16.1
U OF MASSACHUSETTS-BOSTON (1)	75.3	60.9	50.8	47.2	--	*62.9	--	442	38	74	2	14.0
U OF MASSACHUSETTS-DARTMOUTH (1)	67.2	56.1	50.8	41.7	--	59.9	12.5	317	32	75	0	19.2
U OF MASSACHUSETTS-LOWELL (1)	74.6	62.2	51.7	--	--	67.8	7.7	416	27	84	0	14.9
Independent Institutions												
AA												
AQUINAS C AT MILTON (1)	--	--	--	--	--	--	--	0	--	--	100	--
AQUINAS C AT NEWTON (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAY STATE C (1)	--	--	--	--	37.0	37.0	9.2	20	65	0	0	6.6
DEAN C (1)	+	40.0	31.7	--	--	*34.6	-0.8	24	33	25	0	10.2
FISHER C (3)	--	--	--	--	--	+	--	17	--	--	--	--
LABOURE C (1)	+	+	33.8	--	--	*33.8	1.0	17	88	0	0	6.0
MARIAN COURT C (1)	--	--	--	--	+	+	--	1	100	0	86	4.0
BA												
AMHERST C (1)	82.3	57.7	48.1	--	--	70.6	4.1	155	31	80	0	19.8
ART INST OF BOSTON (1)	35.6	31.2	+	--	--	*32.9	--	20	35	0	0	--
BAY PATH C (1)	+	43.1	35.4	--	--	*39.8	4.7	24	75	0	0	7.5
BECKER C-LEICESTER (1)	44.4	35.1	+	--	--	*39.1	6.0	19	58	0	0	13.3
BECKER C-WORCESTER (1)	47.0	42.3	34.1	--	--	*43.0	--	26	58	0	0	12.5
BERKLEE C OF MUSIC (1)	56.3	46.6	40.5	--	--	*46.7	--	142	7	0	0	9.2
BRADFORD C (1)	44.3	39.4	32.4	--	--	*39.9	--	32	38	0	0	12.0
COLLEGE OF THE HOLY CROSS (1)	76.9	57.2	45.4	42.5	--	59.5	--	188	33	71	0	14.7
ENDICOTT C (1)	42.3	36.4	36.0	--	--	*37.9	--	41	68	0	0	--
FORSYTH SCHL FOR DENTAL HYGIENISTS (1)	--	--	--	--	--	--	--	0	--	--	100	--
GORDON C (1)	52.0	43.0	37.6	--	--	*46.3	--	75	29	61	0	13.4
HAMPSHIRE C (1)	55.5	46.4	36.3	--	--	47.7	3.1	83	46	0	0	9.4
LASELL C (1)	+	36.4	34.7	--	+	*35.2	-4.0	30	77	7	0	6.5
MERRIMACK C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MOUNT IDA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
NEWBURY C INC (1)	--	--	--	--	--	--	--	0	--	--	100	--
RADCLIFFE C (1)	--	--	--	--	--	--	--	--	--	--	--	--
SIMONS ROCK C OF BARD (1)	--	--	--	--	43.6	43.6	--	33	27	0	0	11.2
STONEHILL C (1)	57.8	47.8	38.6	--	--	46.9	2.5	119	31	66	0	13.9
WELLESLEY C (1)	89.2	63.0	51.0	60.9	--	*72.5	--	216	57	70	0	20.7
WENTWORTH INST OF TECHNOLOGY (1)	47.7	43.0	45.9	--	--	44.4	--	99	17	0	0	10.9
WHEATON C (1)	67.1	47.4	40.6	--	--	*53.9	--	93	48	54	0	12.6
BA+												
ANNA MARIA C (1)	41.6	41.0	28.2	28.2	--	*33.5	-4.0	33	52	58	3	8.4
ASSUMPTION C (1)	56.1	46.1	37.4	32.1	--	*43.9	--	116	37	65	0	10.8
ATLANTIC UNION C (1)	+	--	+	--	--	+	--	2	50	50	95	12.2
BABSON C (1)	95.9	72.1	60.1	62.6	--	*72.2	2.0	150	28	53	0	18.3
BENTLEY C (1)	81.8	68.5	54.9	49.3	--	*67.4	--	197	30	64	0	15.9
CAMBRIDGE C (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
C OF OUR LADY OF THE ELMS (1)	48.6	38.7	33.3	29.7	- -	38.1	7.7	55	78	58	0	9.2
CONWAY SCHL OF LANDSCAPE DESIGN (1)	- -	- -	- -	- -	+	+	- -	2	50	0	0	4.0
CURRY C (1)	50.3	42.7	36.3	- -	- -	*46.1	2.3	77	60	0	0	11.1
EMMANUEL C (1)	48.7	46.8	36.6	- -	- -	*44.7	4.0	48	69	48	0	9.3
HEBREW C (1)	+	+	- -	- -	- -	+	-0.6	4	25	75	0	9.1
HELLENIC C-HOLY CROSS GRK ORTH SCH OF THEOL (1)	56.9	49.7	+	- -	- -	*54.5	-0.4	17	18	29	0	12.7
MGH INST OF HLTH PROFESSIONS (1)	+	60.8	49.3	- -	- -	*53.6	- -	20	95	0	47	12.5
MONTSERRAT C OF ART (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
MOUNT HOLYOKE C (1)	76.9	56.9	43.7	49.9	- -	*63.2	- -	182	45	68	0	15.7
NICHOLS C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
PINE MANOR C (1)	44.6	41.0	30.6	- -	- -	*37.2	3.5	27	78	48	0	4.8
REGIS C (1)	54.5	44.4	37.2	31.7	- -	*43.7	- -	64	78	61	0	11.4
SCHL OF THE MUSEUM OF FINE ARTS (1)	- -	- -	- -	- -	35.1	35.1	2.3	48	31	0	0	5.8
THE BOSTON CONSERVATORY (1)	- -	- -	- -	- -	26.3	26.3	10.4	32	63	0	11	5.0
WESTERN NEW ENGLAND C (1)	75.6	53.2	50.1	35.8	- -	60.5	3.9	134	28	71	0	- -
WHEELOCK C (1)	55.0	43.6	37.0	34.1	- -	*41.4	- -	60	72	43	0	- -
WILLIAMS C (1)	86.5	57.3	46.9	60.5	- -	67.0	1.4	212	36	67	0	18.3
DOCTORAL												
AMERICAN INTL C (1)	50.2	41.3	35.8	28.1	- -	*38.1	- -	81	53	40	0	9.2
ANDOVER NEWTON THEOL SCHL (1)	62.3	47.8	+	- -	+	*57.0	- -	16	25	81	0	- -
BOSTON C (1)	95.3	66.5	59.0	48.2	- -	73.5	- -	587	33	70	0	17.0
BOSTON U (1)	86.6	56.1	45.3	31.2	- -	62.6	4.5	1,052	31	51	7	13.9
BRANDEIS U (1)	75.0	54.6	46.9	39.0	- -	61.1	3.6	309	30	65	0	15.4
CLARK U (1)	71.6	52.2	45.7	- -	- -	59.5	4.7	156	31	81	0	15.9
EMERSON C (1)	78.8	55.7	46.4	36.3	- -	*52.6	- -	97	39	46	6	- -
EPISCOPAL DIVINITY SCHL (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
GORDON-CONWELL THEOL SEM (1)	61.3	51.4	44.5	- -	- -	*57.3	2.3	27	7	67	0	- -
HARVARD U (1)	116.8	64.3	60.9	62.8	- -	94.1	- -	1,156	22	58	0	20.4
LESLEY C (1)	58.0	46.3	39.5	31.7	- -	*46.5	- -	67	70	6	37	- -
MASS C OF PHARMACY & ALLIED HLTH SC (1)	63.9	52.5	46.5	- -	- -	*50.9	- -	37	32	0	53	9.2
MASS INST OF TECHNOLOGY (1)	102.0	70.3	61.0	38.9	- -	85.4	- -	855	16	66	9	21.7
NEW ENGLAND CONSERV OF MUSIC (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
NORTHEASTERN U (1)	78.7	59.0	51.0	33.6	40.6	61.6	5.0	593	33	66	19	18.5
SIMMONS C (1)	61.7	51.8	41.3	37.5	- -	*51.0	- -	159	69	51	0	12.0
SMITH C (1)	85.9	59.9	48.0	45.7	- -	70.0	6.3	259	45	76	0	17.4
SPRINGFIELD C (1)	61.9	48.6	40.6	31.7	- -	47.8	- -	144	48	68	23	13.9
SUFFOLK U (1)	82.3	59.5	49.6	32.8	- -	65.1	1.6	249	33	53	0	14.4
TUFTS U (1)	84.0	61.7	47.0	39.6	- -	*64.7	- -	383	36	65	20	17.4
WESTON JESUIT SCHL OF THEOL (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
WORCESTER POLYTECH INST (1)	74.2	58.3	52.3	- -	- -	*62.7	- -	204	13	73	0	16.4
MICHIGAN												
Public Institutions												
AA												
ALPENA CC (1)	- -	- -	- -	- -	49.4	49.4	5.3	44	27	0	0	18.0
BAY DE NOC CC (1)	- -	- -	- -	- -	48.8	48.8	2.5	43	47	79	0	17.8
BAY MILLS CC (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
DELTA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
GLEN OAKS CC (1)	47.7	--	--	36.9	--	46.2	--	30	43	87	0	15.4
GOGEBIC CC (1)	45.6	37.0	--	--	--	44.5	--	29	24	0	15	12.9
GRAND RAPIDS CC (1)	--	--	--	--	52.1	52.1	0.7	215	41	85	9	16.1
HENRY FORD CC (1)	--	--	--	--	70.9	70.9	3.8	179	40	0	1	22.5
JACKSON CC (1)	64.4	59.5	54.1	--	40.8	*58.6	--	102	39	94	0	19.6
KALAMAZOO VALLEY CC (1)	--	--	--	--	50.2	50.2	-0.6	108	35	90	0	16.8
KELLOGG CC (1)	--	--	--	--	55.6	55.6	0.6	81	56	84	7	17.6
KIRTLAND CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
LAKE MICHIGAN C (1)	--	--	--	--	47.3	47.3	9.0	56	43	0	0	23.1
LANSING CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
MACOMB CC (1)	--	--	--	--	58.4	58.4	2.1	253	29	92	0	21.3
MID MICHIGAN CC (1)	--	--	--	--	44.1	44.1	1.5	36	44	92	0	14.7
MONROE COUNTY CC (1)	64.1	58.9	52.0	46.6	--	*56.6	--	54	24	83	0	20.3
MONTCALM CC (1)	--	--	--	--	49.0	49.0	5.5	24	33	75	0	--
MOTT CC (1)	54.8	52.3	49.6	37.9	--	*52.9	0.6	144	53	0	0	33.0
MUSKEGON CC (1)	--	--	--	--	54.9	54.9	0.6	98	38	90	0	18.1
NORTH CENTRAL MICHIGAN C (1)	51.0	--	--	--	--	*51.0	-1.7	28	32	86	0	18.5
NORTHWESTERN MICHIGAN C (1)	--	--	--	--	51.6	51.6	-9.4	92	35	0	1	19.3
OAKLAND CC (1)	--	--	--	--	62.5	62.5	3.6	297	44	0	0	18.5
SCHLCRAFT C (1)	--	--	--	--	61.0	61.0	4.4	110	42	0	1	23.1
SOUTHWESTERN MICHIGAN C (1)	--	--	--	--	40.3	40.3	2.9	45	40	0	0	13.6
ST CLAIR COUNTY CC (1)	--	--	--	--	54.5	54.5	5.1	70	39	100	0	18.5
WASHTENAW CC (1)	--	--	--	--	56.5	56.5	--	147	43	0	0	17.5
WAYNE COUNTY CC (2)	--	--	--	--	--	--	--	--	--	--	--	--
WEST SHORE CC (1)	49.3	40.8	--	--	--	*47.1	--	28	39	71	0	9.2
BA+												
FERRIS STATE U (1)	57.7	49.5	44.9	40.2	33.9	*50.1	--	383	24	75	11	16.7
GRAND VALLEY STATE U (1)	65.1	53.0	41.8	36.5	--	51.3	1.8	396	40	62	1	17.4
LAKE SUPERIOR STATE U (1)	57.3	48.1	39.5	--	--	*47.7	--	113	28	66	1	15.4
NORTHERN MICHIGAN U (1)	63.3	51.0	38.1	34.2	37.7	50.8	-0.9	291	37	63	11	18.4
SAGINAW VALLEY STATE U (1)	58.2	47.2	38.0	28.9	+	*50.1	--	179	33	75	0	16.1
U OF MICHIGAN-DEARBORN (1)	63.5	52.3	47.8	33.0	--	51.5	3.4	237	32	59	0	13.3
U OF MICHIGAN-FLINT (1)	63.0	50.8	40.4	31.5	--	*47.3	--	194	40	52	6	12.4
DOCTORAL												
CENTRAL MICHIGAN U (1)	65.3	51.4	43.5	33.9	--	54.2	1.2	534	34	69	2	15.6
EASTERN MICHIGAN U (1)	62.1	48.3	40.7	26.8	--	50.8	3.0	730	40	75	0	14.4
MICHIGAN STATE U (1)	73.8	55.8	47.8	35.5	--	62.9	3.9	1,240	28	78	33	18.0
MICHIGAN TECHNOLOGICAL U (1)	72.5	53.5	46.5	36.8	--	56.0	--	351	20	68	5	20.5
OAKLAND U (1)	70.7	55.8	44.5	45.3	--	58.8	1.9	371	30	82	0	19.8
U OF MICHIGAN-ANN ARBOR (1)	91.0	65.4	52.9	34.7	--	*70.5	--	1,747	30	63	12	16.5
WAYNE STATE U (1)	77.3	58.5	47.5	37.6	--	*58.1	--	729	35	56	18	12.7
WESTERN MICHIGAN U (1)	68.0	54.2	43.2	29.6	--	54.5	3.7	691	30	65	8	20.6
Independent Institutions												
AA												
GREAT LAKES JR C OF BUS-BAD AXE (1)	--	--	--	--	--	--	--	--	--	--	--	--
GREAT LAKES JR C OF BUS-BAY CITY (1)	--	--	--	--	--	--	--	--	--	--	--	--
GREAT LAKES JR C OF BUS-CARO (1)	--	--	--	[illegible]	[illegible]	--	--	--	--	--	--	--
GREAT LAKES JR C OF BUS-MIDLAND (1)	--	--	--	[illegible]	[illegible]	--	--	0	--	--	100	--

	Prof ($)	Assc ($)	Asst ($)	Inst./ Lect ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
GREAT LAKES JR C OF BUS-SAGINAW (1)	--	--	--	--	--	--	--	--	--	--	--	--
LEWIS C OF BUSINESS (1)	--	--	--	--	23.8	23.8	18.4	10	50	0	0	27.4
BA												
ADRIAN C (1)	50.6	43.5	35.5	27.6	+	*42.9	--	68	40	60	0	11.3
ALBION C (1)	58.5	45.3	36.1	34.9	--	47.6	0.4	106	29	65	0	12.1
ALMA C (1)	58.8	47.7	39.9	34.2	--	49.2	--	81	28	72	0	11.8
BAKER C OF AUBURN HILLS (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAKER C OF CADILLAC (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAKER C OF FLINT (1)	+	51.0	44.2	--	--	*45.0	4.5	36	58	0	0	14.3
BAKER C OF MOUNT CLEMENS (1)	--	--	--	--	+	+	--	1	100	0	80	11.5
BAKER C OF MUSKEGON (1)	--	--	--	--	48.4	48.4	7.0	9	44	0	47	14.9
BAKER C OF OWOSSO (1)	+	51.1	41.4	--	--	*46.2	--	8	50	0	0	14.3
BLACK FOREST HALL (2)	--	--	--	--	--	--	--	--	--	--	--	--
CTR FOR CREATIVE STUDIES C OF ART & DES (1)	44.9	38.7	29.3	--	--	*42.2	1.1	47	15	0	0	9.2
CLEARY C (1)	+	+	+	--	--	+	--	4	50	0	73	6.9
CLEARY C (1)	--	--	--	--	--	--	--	--	--	--	--	--
CONCORDIA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
CORNERSTONE C (1)	40.0	35.6	28.0	--	--	*34.3	4.6	47	32	51	4	10.8
DAVENPORT C (1)	+	53.4	48.6	37.0	--	*46.6	--	39	41	0	0	15.6
DAVENPORT C OF BUS-HOLLAND (1)	--	--	--	--	--	--	--	--	--	--	--	--
DAVENPORT C-KALAMAZOO (1)	--	--	--	--	27.4	*27.4	--	8	75	0	62	8.4
DAVENPORT C-LANSING (1)	--	--	--	--	23.9	*23.9	--	6	67	0	63	7.0
DETROIT C OF BUSINESS-DEARBORN (1)	--	--	--	--	39.6	39.6	6.0	27	44	96	0	15.9
DETROIT C OF BUSINESS-FLINT (1)	--	--	--	--	+	+	--	2	50	0	33	12.6
DETROIT C OF BUSINESS-WARREN (1)	--	--	--	--	34.3	34.3	4.8	14	43	36	0	15.2
GRACE BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
HILLSDALE C (2)	--	--	--	--	--	--	--	--	--	--	--	--
HOPE C (1)	60.1	45.1	35.6	--	--	*48.0	--	184	35	63	1	16.4
KALAMAZOO C (1)	58.8	46.6	37.2	32.4	--	46.5	1.4	84	37	58	0	12.1
KENDALL C OF ART & DESIGN (1)	46.2	37.8	37.7	--	--	*41.4	4.3	26	42	0	0	--
OLIVET C (1)	43.8	41.4	34.4	--	--	*38.0	--	40	45	58	7	7.6
REFORMED BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ROCHESTER C (1)	+	26.6	23.6	--	--	*24.3	6.0	21	33	19	13	--
SAINT MARYS C (1)	+	+	26.1	--	--	*26.1	18.2	10	50	0	0	4.4
SUOMI C (1)	+	35.7	32.4	--	--	*34.8	3.2	21	76	67	22	8.3
WILLIAM TYNDALE C (1)	+	31.5	+	--	--	*31.5	2.5	8	50	0	0	6.6
BA+												
AQUINAS C (1)	41.0	34.2	30.4	--	--	35.4	2.9	72	40	71	0	9.6
BAKER C CTR FOR GRAD STUDIES (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAKER C OF JACKSON (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAKER C OF PORT HURON (1)	--	--	--	--	+	+	--	3	67	0	67	--
CALVIN C (1)	53.0	46.5	39.9	34.1	--	48.0	1.3	261	26	51	0	--
CTR FOR HUMANISTIC STUDIES (1)	--	--	--	--	--	--	--	0	--	--	100	--
CRANBROOK ACAD OF ART (1)	--	--	--	--	--	--	--	0	--	--	100	--
KETTERING U (1)	65.6	54.0	48.8	46.4	--	*53.5	--	106	25	53	26	15.2
LAWRENCE TECHNOLOGICAL U (1)	52.7	48.9	37.3	56.3	--	*48.6	--	97	14	75	0	16.6
MADONNA U (1)	55.0	45.4	40.0	34.9	--	*45.0	--	93	61	3	1	8.6
MARYGROVE C (1)	48.3	41.9	31.1	--	--	*38.6	-1.2	48	69	65	0	10.8
NORTHWOOD U (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Trnd (%)	% 11/12 (%)	Avg Bene ($)
SACRED HEART MAJOR SEM (1)	--	+	29.3	20.7	--	*26.7	-4.7	13	38	0	0	--
SIENA HEIGHTS C (1)	40.1	37.7	32.3	--	--	*36.0	--	62	47	0	6	11.3
SPRING ARBOR C (1)	40.9	38.4	31.8	27.6	--	36.2	--	68	37	57	0	8.6
WALSH C OF ACCOUNTANCY & BUS ADMIN (1)	+	54.4	--	--	--	*54.4	3.1	16	31	0	0	16.8
DOCTORAL												
ANDREWS U (1)	27.9	32.2	31.3	29.9	--	*31.1	--	28	46	18	88	11.1
CALVIN THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF DETROIT MERCY (3)	--	--	--	--	--	+	--	240	--	--	--	
WESTERN THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--

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	Prof. ($)	Assc ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Trnd (%)	% 11/12 (%)	Avg Bene ($)
AA												
ALEXANDRIA TECH C (1)	--	--	--	--	43.3	43.3	1.7	77	30	0	0	10.7
ANOKA-HENNEPIN TECH C (1)	--	--	--	--	41.6	41.6	3.3	68	41	0	0	10.9
ANOKA-RAMSEY CC (1)	--	--	--	--	50.4	50.4	2.5	90	51	0	0	13.5
CAMBRIDGE CC-CAMPUS OF ANOKA-RAMSEY (1)	--	--	--	--	--	--	--	--	--	--	--	--
CENTRAL LAKES C-BRAINERD (1)	--	--	--	--	42.4	42.4	3.9	123	31	0	0	11.2
CENTRAL LAKES C-STAPLES TECH CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
CENTURY COMMUNITY & TECH C (1)	--	--	--	--	46.9	46.9	0.8	150	41	0	0	12.2
DAKOTA COUNTY TECH C (1)	--	--	--	--	41.8	41.8	7.2	88	41	0	0	10.2
FERGUS FALLS CC (1)	--	--	--	--	45.9	45.9	7.2	29	55	0	0	13.2
FOND DU LAC TRIBAL & CC (1)	--	--	--	--	43.8	43.8	--	13	46	0	0	12.5
HENNEPIN TECH C (1)	--	--	--	--	43.8	43.8	-1.9	143	32	0	0	11.0
HIBBING CC-A TECH & CC (1)	--	--	--	--	45.8	45.8	-0.9	61	36	0	0	12.2
INVER HILLS CC (1)	--	--	--	--	51.0	51.0	4.0	74	43	0	0	13.6
ITASCA CC (1)	--	--	--	--	50.8	50.8	3.1	37	38	0	0	14.5
LAKE SUPERIOR C (1)	--	--	--	--	42.6	42.6	--	87	45	0	0	11.3
LEECH LAKE TRIBAL C (2)	--	--	--	--	--	--	--	--	--	--	--	--
MESABI RANGE COMM & TECH C (1)	--	--	--	--	--	--	--	--	--	--	--	--
MESABI RANGE COMM & TECH C (1)	--	--	--	--	47.4	47.4	5.9	61	38	0	0	13.7
MINNEAPOLIS COMMUNITY & TECH C (1)	--	--	--	--	48.3	48.3	6.1	144	50	0	0	12.6
MINNESOTA WEST COMM & TECH C (1)	--	--	--	--	--	--	--	--	--	--	--	--
MINNESOTA WEST COMM & TECH C (1)	--	--	--	--	--	--	--	--	--	--	--	--
MINNESOTA WEST COMM & TECH C (1)	--	--	--	--	40.9	40.9	-2.3	100	32	0	0	12.2
MINNESOTA WEST COMM & TECH C (1)	--	--	--	--	--	--	--	--	--	--	--	--
MINNESOTA WEST COMM & TECH C (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORMANDALE CC (1)	--	--	--	--	52.5	52.5	3.7	146	49	0	0	14.0
NORTH HENNEPIN CC (1)	--	--	--	--	49.2	49.2	3.1	88	55	0	0	13.1
NORTHLAND COM & TECH C (1)	--	--	--	--	40.9	40.9	0.1	67	28	0	0	11.2
NORTHWEST TECH C (1)	--	--	--	--	37.2	37.2	1.9	164	43	0	0	10.5
NORTHWEST TECH C-DETROIT LAKES (2)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWEST TECH C-EAST GRAND FORKS (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWEST TECH C-MOORHEAD (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWEST TECH C-WADENA (2)	--	--	--	--	--	--	--	--	--	--	--	--
PINE TECH C (1)	--	--	--	--	35.4	35.4	1.2	19	53	0	0	10.4
RAINY RIVER CC (1)	--	--	--	--	47.9	47.9	4.8	22	45	0	0	13.4
RED WING/WINONA TECH C-RED WING (1)	--	--	--	--	--	--	--	--	--	--	--	--
RED WING/WINONA TECH C-WINONA (1)	--	--	--	--	42.4	42.4	1.7	42	38	0	0	11.2

	Prof ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene ($)
RIDGEWATER C-A COMM & TECH C-WILLMAR (1)	- -	- -	- -	- -	41.5	41.5	3.8	148	32	0	0	10.5
RIDGEWATER C-A COMM & TECH C (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
RIVERLAND CC (1)	- -	- -	- -	- -	42.4	42.4	4.9	89	40	0	0	13.2
RIVERLAND CC-ALBERT LEA (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
ROCHESTER COMM & TECH C (1)	- -	- -	- -	- -	46.7	46.7	2.8	107	52	0	0	12.0
SAINT CLOUD TECH C (1)	- -	- -	- -	- -	41.8	41.8	6.7	83	35	0	0	10.2
SOUTH CENTRAL TECH C-FARIBAULT (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
SOUTH CENTRAL TECH C-MANKATO (1)	- -	- -	- -	- -	41.6	41.6	6.1	113	31	0	0	- -
ST PAUL TECH C (1)	- -	- -	- -	- -	45.0	45.0	-1.1	100	41	0	0	11.5
VERMILION CC (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
BA												
U OF MINNESOTA-CROOKSTON (1)	+	48.5	41.2	- -	- -	*44.5	2.9	32	22	78	14	14.7
U OF MINNESOTA-MORRIS (1)	62.5	47.0	38.6	34.7	- -	45.5	8.6	111	41	50	0	15.1
BA+												
BEMIDJI STATE U (1)	54.1	42.9	37.4	28.2	- -	45.5	3.0	187	32	68	2	12.1
MANKATO STATE U (1)	58.4	49.5	41.9	28.8	- -	50.1	0.0	459	36	72	0	12.0
METROPOLITAN STATE U (1)	56.6	46.9	41.0	- -	- -	47.3	- -	79	43	52	0	- -
MOORHEAD STATE U (1)	55.4	44.5	37.7	28.1	- -	45.3	- -	218	38	71	21	11.7
SAINT CLOUD STATE U (1)	54.7	45.1	39.4	32.6	- -	48.5	- -	538	34	76	0	12.8
SOUTHWEST STATE U (1)	56.2	45.8	39.5	31.0	- -	*47.5	- -	119	32	63	0	14.0
WINONA STATE U (1)	55.0	43.7	38.4	28.4	- -	46.6	-0.2	305	38	69	0	- -
DOCTORAL												
U OF MINNESOTA-DULUTH (1)	63.9	51.1	40.0	30.1	- -	51.3	0.8	322	31	75	4	16.0
U OF MINNESOTA-TWIN CITIES (1)	82.2	57.5	48.8	39.7	- -	69.6	- -	1,180	25	83	18	19.2
Independent Institutions												
AA												
BETHANY LUTHERAN C (1)	- -	- -	- -	- -	34.8	34.8	1.3	25	16	36	0	10.5
COLLEGE OF SAINT CATHERINE-MINNEAPOLIS (1)	+	+	37.5	30.7	- -	*35.9	-3.1	39	92	15	17	9.5
DUNWOODY INDUSTRIAL INST (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
NEI C OF TECHNOLOGY (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BA												
CARLETON C (1)	73.1	55.8	44.6	39.1	- -	61.3	2.9	169	37	69	0	15.5
COLLEGE OF SAINT BENEDICT (1)	54.3	46.3	37.0	33.5	- -	*44.2	- -	126	60	63	0	11.3
COLLEGE OF VISUAL ARTS (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
CONCORDIA C AT MOORHEAD (1)	57.5	43.0	37.9	31.8	- -	42.3	-3.2	188	40	56	2	8.1
GUSTAVUS ADOLPHUS C (1)	56.6	46.6	38.9	35.6	- -	46.7	- -	165	38	65	0	10.4
MINNESOTA BIBLE C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
NAES-TWIN CITIES (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
NORTH CENTRAL BIBLE C (1)	42.1	37.4	32.0	- -	+	*36.4	6.3	34	32	0	0	- -
NORTHWESTERN C (1)	42.7	37.1	35.1	- -	- -	37.7	- -	60	22	0	2	9.5
OAK HILLS BIBLE C (1)	- -	- -	- -	- -	+	+	7.5	3	33	0	63	3.8
PILLSBURY BAPTIST BIBLE C (3)	- -	- -	- -	- -	- -	+	- -	18	- -	- -	- -	- -
SAINT OLAF C (1)	57.2	46.6	37.3	36.4	- -	46.3	3.2	227	35	70	0	10.1
BA+												
AUGSBURG C (1)	48.6	40.0	34.9	27.0	- -	*39.5	- -	130	50	59	0	11.5
BETHEL C (1)	49.3	41.5	35.6	32.2	- -	42.9	- -	125	38	58	0	13.1
CARDINAL STRITCH C (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
COL OF ST. CATHERINE-ST. CATHERINE CAMPUS (1)	48.8	41.6	33.5	23.6	- -	*38.1	- -	140	74	47	0	8.7

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COLLEGE OF SAINT SCHOLASTICA (1)	46.4	41.5	35.6	33.3	29.7	*38.0	-0.7	106	57	44	11	10.3
CONCORDIA U (1)	--	--	--	--	--	--	--	0	--	--	100	--
CROWN C (1)	16.9	12.4	14.3	9.9	--	*14.4	-4.0	27	11	33	0	24.0
HAMLINE U (1)	61.2	44.3	33.6	35.0	--	49.3	--	126	42	71	13	7.1
MACALESTER C (1)	77.0	59.3	46.0	35.4	--	*60.7	--	143	37	60	0	13.6
MINNEAPOLIS C OF ART & DESIGN (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT JOHNS U (1)	58.1	45.1	37.9	32.2	--	*47.1	--	128	25	70	0	12.3
SAINT MARYS U OF MINNESOTA (1)	54.1	43.8	35.0	27.4	+	*42.4	--	94	27	52	0	10.0
WILLIAM MITCHELL C OF LAW (1)	95.2	+	--	--	--	*95.2	--	32	31	97	0	20.5
DOCTORAL												
BETHEL THEOL SEM (1)	65.1	+	54.6	--	--	*63.1	--	18	6	56	0	12.8
LUTHER SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
UNITED THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF ST THOMAS (1)	65.6	49.8	40.2	35.8	--	48.4	4.5	317	36	69	0	12.1

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	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
COAHOMA CC (1)	--	--	--	--	30.4	30.4	7.4	22	82	0	46	12.2
COPIAH-LINCOLN CC (1)	--	--	--	--	38.0	38.0	9.4	95	56	0	0	9.2
COPIAH-LINCOLN CC-NATCHEZ CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
EAST CENTRAL CC (1)	--	--	--	--	36.3	36.3	33.2	69	58	0	5	7.1
EAST MISSISSIPPI CC (1)	--	--	--	--	34.8	34.8	5.9	52	50	0	24	8.2
EAST MISSISSIPPI CC-GOLDEN TRIANGLE (1)	--	--	--	--	--	--	--	--	--	--	--	--
HINDS CC-JACKSON CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
HINDS CC-RANKIN CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
HINDS CC-RAYMOND CAMPUS (1)	--	--	--	--	37.0	37.0	5.6	360	62	0	6	9.2
HINDS CC-UTICA CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
HINDS CC-VICKSBURG-WARREN COUNTY (1)	--	--	--	--	--	--	--	--	--	--	--	--
HOLMES CC (1)	--	--	--	--	35.2	35.2	8.4	78	79	0	30	8.4
ITAWAMBA CC (1)	--	--	--	--	38.1	38.1	7.6	79	65	0	44	--
JONES COUNTY JR C (1)	--	--	--	--	42.7	42.7	0.3	149	56	0	14	10.1
MERIDIAN CC (1)	--	--	--	--	35.1	35.1	-3.4	70	76	0	44	6.4
MISSISSIPPI DELTA CC (1)	--	--	--	--	39.8	39.8	7.2	93	63	0	17	8.9
MISSISSIPPI GULF COAST CC (1)	--	--	--	--	38.8	38.8	3.6	297	58	0	16	8.6
NORTHEAST MISSISSIPPI CC (1)	--	--	--	--	41.8	41.8	4.8	98	69	0	26	7.7
NORTHWEST MISSISSIPPI CC (1)	--	--	--	--	41.9	41.9	10.3	140	65	0	15	9.4
PEARL RIVER CC (1)	--	--	--	--	34.2	34.2	1.9	103	65	0	18	8.1
PEARL RIVER CC-FORREST CNTY CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTHWEST MISSISSIPPI CC (1)	--	--	--	--	40.3	40.3	3.2	55	71	0	14	8.9
BA+												
ALCORN STATE U (1)	47.4	41.8	39.7	28.4	--	*38.1	--	133	47	30	16	9.7
MISSISSIPPI U FOR WOMEN (1)	45.7	39.2	35.7	32.9	--	37.2	2.1	105	58	35	19	8.4
MISSISSIPPI VALLEY STATE U (1)	45.4	43.1	32.9	30.0	--	*36.2	--	116	31	26	2	9.9
DOCTORAL												
DELTA STATE U (1)	48.0	40.8	37.9	30.3	--	41.1	3.2	163	40	45	13	9.4
JACKSON STATE U (1)	50.2	44.9	38.6	29.4	--	40.8	2.9	261	43	42	17	7.9
MISSISSIPPI STATE U (1)	59.5	48.5	42.2	24.7	--	45.3	2.0	541	33	53	34	7.6

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U OF MISSISSIPPI MAIN CAMPUS (1)	62.5	49.4	40.8	26.8	--	*48.3	--	366	29	61	20	10.7
U OF MISSISSIPPI MED CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF SOUTHERN MISSISSIPPI (1)	63.7	49.0	39.7	32.2	--	48.8	3.3	551	35	49	10	10.4
Independent Institutions												
AA												
MARY HOLMES C (1)	+	+	26.1	22.3	--	*23.3	8.4	15	53	0	25	--
WOOD C (1)	25.9	+	21.8	21.3	+	*22.7	3.9	18	78	50	0	4.3
BA												
BELHAVEN C (1)	39.4	35.4	34.3	--	--	*36.1	--	38	26	18	0	8.0
BLUE MOUNTAIN C (1)	34.5	33.2	34.6	--	--	*33.8	7.7	26	50	19	0	--
RUST C (1)	35.9	31.8	27.1	23.6	--	28.2	3.3	46	41	0	6	4.9
SOUTHEASTERN BAPTIST C (1)	--	--	--	--	--	--	--	0	--	--	100	--
TOUGALOO C (1)	34.1	31.2	27.3	24.7	+	*29.8	--	67	40	49	0	6.4
WESLEY C (1)	--	+	14.2	--	--	*14.2	--	7	29	0	0	1.1
BA+												
MILLSAPS C (1)	57.7	42.9	37.8	--	--	*44.5	3.0	92	40	57	0	10.5
MISSISSIPPI C (1)	57.3	44.9	38.2	30.5	--	45.0	--	148	44	55	3	8.1
WILLIAM CAREY C (1)	40.2	33.8	33.1	19.0	--	*33.4	0.5	44	50	20	49	7.4

MISSOURI

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
CROWDER C (1)	--	--	--	--	27.5	27.5	2.9	42	55	0	40	5.9
EAST CENTRAL C (1)	--	--	--	--	37.8	37.8	3.3	55	38	67	4	7.9
JEFFERSON C (1)	41.3	33.4	32.6	29.2	--	*38.0	--	83	41	75	6	6.9
LINN TECH C (1)	--	--	--	--	29.6	29.6	--	48	23	0	25	7.6
LONGVIEW CC (1)	--	--	--	--	40.7	40.7	2.3	89	43	84	3	10.0
MAPLE WOODS CC (1)	--	--	--	--	44.9	44.9	2.2	48	38	83	6	11.3
MINERAL AREA C (1)	--	--	--	--	33.1	33.1	-3.9	54	63	0	11	5.8
MOBERLY AREA CC (1)	--	--	--	--	30.6	30.6	-2.1	34	53	18	13	5.3
NORTH CENTRAL MISSOURI C (1)	--	--	--	--	35.2	35.2	34.1	21	48	57	30	5.8
OZARKS TECH CC (1)	--	--	--	--	34.0	34.0	2.3	82	40	0	14	6.9
PENN VALLEY CC (1)	--	--	--	--	40.2	40.2	3.2	73	62	88	12	9.9
SAINT LOUIS CC-FLORISSANT VLY (1)	59.2	51.7	43.8	36.8	--	*53.6	--	120	41	0	0	10.1
SAINT LOUIS CC-FOREST PARK (1)	59.2	51.4	42.7	38.2	--	50.7	4.5	113	53	0	0	9.4
SAINT LOUIS CC-MERAMEC (1)	59.1	50.8	42.3	37.5	--	51.9	5.5	175	45	0	0	9.5
SW MISSOURI STATE U-WEST PLAINS (1)	+	+	33.5	27.3	--	*31.9	3.5	22	59	59	0	8.0
ST CHARLES COUNTY CC (1)	47.2	42.1	33.5	29.7	--	*40.0	--	58	47	0	2	6.8
STATE FAIR CC (1)	--	--	--	34.4	--	*34.4	--	44	43	0	14	5.8
THREE RIVERS CC (1)	--	--	--	--	33.9	33.9	7.1	53	45	60	0	6.9
BA												
HARRIS-STOWE STATE C (1)	48.6	41.8	35.6	31.6	--	39.7	2.4	47	53	47	0	--
MISSOURI SOUTHERN STATE C (1)	54.1	44.3	37.9	32.0	--	43.0	1.4	196	30	60	4	10.0
MISSOURI WESTERN STATE C (1)	54.4	45.2	38.1	25.6	--	*43.1	--	180	37	52	1	10.2
BA+												
CENTRAL MISSOURI STATE U (1)	58.3	50.0	42.2	30.7	--	48.6	2.1	400	37	65	7	11.0
LINCOLN U (1)	55.2	44.0	36.1	42.5	33.2	42.0	3.1	118	43	40	0	8.9
NORTHWEST MISSOURI STATE U (1)	58.9	45.7	38.4	28.9	--	*43.3	--	227	34	37	2	9.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
SOUTHEAST MISSOURI STATE U (1)	58.3	48.6	39.8	32.4	- -	47.9	- -	364	35	67	4	10.8
SOUTHWEST MISSOURI STATE U (1)	59.7	48.2	39.0	28.8	+	*47.9	3.6	616	32	71	8	10.6
TRUMAN STATE U (1)	56.4	45.9	37.0	30.6	- -	43.6	1.6	347	35	54	3	10.4
DOCTORAL												
U OF MISSOURI-COLUMBIA (1)	75.4	56.6	47.5	38.7	- -	60.3	3.0	672	26	67	26	11.0
U OF MISSOURI-KANSAS CITY (1)	70.5	52.5	43.2	37.5	- -	*57.3	- -	316	31	76	32	10.3
U OF MISSOURI-ROLLA (1)	80.4	60.8	48.4	- -	- -	*66.5	- -	246	9	78	8	12.1
U OF MISSOURI-ST LOUIS (1)	68.2	51.4	44.2	43.5	- -	54.1	4.6	299	39	65	14	10.0
Independent Institutions												
AA												
BURGE SCHL OF NURSING OF THE LESTER E COX MED CT (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
COTTEY C (1)	47.4	40.3	33.2	- -	- -	40.0	5.4	32	56	66	0	9.2
KEMPER MILITARY SCHL & C (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
RANKEN TECH C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
SE MISSOURI HOSP C OF NURSING (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
ST JOHNS REGIONAL HLTH CTR-SCHL OF RAD TECH (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
WENTWORTH MILITARY ACAD (1)	- -	- -	- -	- -	+	+	- -	1	0	0	50	5.2
BA												
CENTRAL BIBLE C (1)	41.6	35.1	31.1	25.4	- -	*32.9	2.7	39	31	0	0	5.6
CENTRAL CHRISTIAN C OF THE BIBLE (1)	29.8	- -	+	- -	- -	*29.8	- -	4	0	0	20	6.2
COLLEGE OF THE OZARKS (1)	50.1	44.4	37.1	- -	- -	*43.3	- -	83	27	46	0	9.6
CONCEPTION SEM C (1)	- -	- -	- -	- -	32.6	32.6	0.4	3	0	0	0	7.4
CULVER-STOCKTON C (1)	42.9	39.0	33.7	27.4	- -	*37.0	- -	53	19	53	0	6.9
DEACONESS C OF NURSING (1)	- -	39.1	36.9	29.9	- -	34.7	2.0	17	100	0	0	- -
HANNIBAL-LAGRANGE C (1)	36.7	32.2	29.7	27.0	- -	*31.0	- -	41	51	0	0	8.6
KANSAS CITY ART INST (1)	51.6	43.4	33.9	30.0	- -	*43.9	- -	45	36	64	0	- -
MESSENGER C (1)	- -	- -	+	- -	- -	+	- -	3	67	0	0	3.1
MISSOURI BAPTIST C (1)	+	33.6	32.9	33.0	- -	*33.1	10.2	26	31	0	35	- -
MISSOURI VALLEY C (1)	37.6	35.2	30.6	- -	- -	*33.6	-0.6	40	35	0	31	5.5
OZARK CHRISTIAN C (3)	- -	- -	- -	- -	- -	+	- -	17	- -	- -	- -	- -
RESEARCH C OF NURSING (1)	+	49.7	39.6	35.2	- -	*39.6	- -	32	100	0	0	5.7
SAINT LOUIS CHRISTIAN C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
SAINT LUKES C (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
STEPHENS C (1)	- -	- -	- -	- -	30.2	30.2	0.6	50	54	58	2	- -
WESTMINSTER C (3)	- -	- -	- -	- -	- -	+	- -	44	- -	- -	- -	- -
WILLIAM JEWELL C (1)	49.5	40.3	36.8	29.3	- -	*43.1	- -	82	43	68	4	11.2
BA+												
ASSEMBLIES OF GOD THEOL SEM (1)	44.1	40.1	- -	- -	- -	42.8	- -	9	0	67	0	7.4
AVILA C (1)	42.9	41.4	34.1	33.0	- -	*37.1	2.7	54	65	0	0	7.0
BAPTIST BIBLE C (1)	41.6	35.7	27.8	- -	- -	34.3	6.2	28	50	100	0	5.2
CALVARY BIBLE C (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
CENTRAL METHODIST C (1)	44.1	35.8	29.4	- -	- -	*36.0	- -	53	43	57	4	7.2
COLUMBIA C (1)	44.8	36.7	34.7	33.6	28.4	*36.9	- -	58	40	55	0	7.7
DRURY C (1)	51.3	43.2	38.6	38.9	- -	*43.2	4.2	86	34	50	4	8.8
FONTBONNE C (1)	49.4	40.9	33.4	32.3	- -	*38.6	- -	43	60	51	4	- -
JEWISH HOSP-COL OF NURS & ALLIED HLTH (1)	+	45.6	42.9	- -	- -	*44.0	- -	17	100	0	19	- -
LINDENWOOD U (1)	51.1	42.4	36.0	- -	- -	*40.6	- -	63	48	0	49	5.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
MARYVILLE U OF SAINT LOUIS (1)	51.4	41.5	36.1	--	38.8	*42.1	--	81	60	43	7	10.2
PARK C (1)	43.5	38.7	33.1	--	--	*36.6	4.9	38	34	42	21	--
ROCKHURST C (1)	57.8	47.4	37.9	--	--	*46.5	4.2	101	33	68	6	8.8
SOUTHWEST BAPTIST U (1)	42.5	33.6	31.1	26.1	--	*33.3	--	77	38	58	25	8.2
ST LOUIS C OF PHARMACY (1)	56.8	49.8	45.1	--	--	*51.0	--	21	43	62	64	9.2
WILLIAM WOODS U (1)	43.9	38.6	35.3	31.4	--	*37.0	--	46	50	24	10	--
DOCTORAL												
AQUINAS INST OF THEOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
CONCORDIA SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
COVENANT THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
EDEN THEOL SEM (1)	54.4	48.2	+	--	--	*51.3	--	10	50	70	17	7.8
MIDWESTERN BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
NAZARENE THEOL SEM (1)	25.6	--	--	--	--	25.6	--	14	0	64	7	29.1
SAINT LOUIS U-MAIN CAMPUS (1)	76.7	53.3	38.4	33.8	--	55.1	-3.6	402	28	63	21	11.1
SAINT PAUL SCHL OF THEOLOGY (1)	55.5	44.5	37.5	--	--	*45.5	4.4	15	40	67	0	8.7
WASHINGTON U (1)	86.7	57.8	54.6	35.6	--	*67.8	--	570	26	66	14	14.2
WEBSTER U (1)	59.3	43.5	35.8	--	--	46.0	2.9	108	55	70	19	12.4

MONTANA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
DAWSON CC (1)	--	--	--	--	30.5	30.5	3.3	22	41	50	0	8.5
FLATHEAD VALLEY CC (1)	--	--	--	--	36.0	36.0	-1.2	40	30	73	0	8.0
FLATHEAD VLY CC-LINCOLN COUNTY (1)	--	--	--	--	--	--	--	--	--	--	--	--
FORT BELKNAP C (1)	--	--	--	--	18.7	18.7	3.3	9	56	0	0	5.9
FORT PECK CC (1)	--	--	--	--	30.5	30.5	5.0	20	35	0	0	7.4
HELENA C OF TECH OF U OF MT (1)	--	--	--	--	31.4	31.4	-6.8	30	33	60	0	--
LITTLE BIG HORN C (1)	--	--	--	--	28.6	28.6	--	11	45	0	0	2.1
MILES CC (1)	--	--	--	--	30.9	30.9	0.1	21	52	0	0	11.8
MISSOULA VOC/TECH CTR (2)	--	--	--	--	--	--	--	--	--	--	--	--
MONTANA ST U-COL OF TECH-GREAT FALLS (1)	--	--	--	--	35.4	35.4	-0.3	11	55	55	63	8.6
MONTANA STATE U-COLLEGE OF TECH-BILLINGS (1)	--	--	--	--	31.7	31.7	3.1	26	27	58	0	8.1
MONTANA TECH-COLLEGE OF TECH (1)	--	--	--	--	--	--	--	--	--	--	--	--
STONE CHILD C (1)	--	--	--	--	30.8	30.8	16.1	9	44	0	0	3.1
BA												
WESTERN MONTANA C-U OF MONT (1)	44.1	36.8	33.6	27.0	--	*36.0	5.1	49	45	35	0	8.6
BA+												
MONTANA STATE U-BILLINGS (1)	50.8	42.4	35.8	28.5	--	*42.8	--	137	36	55	0	9.8
MONTANA STATE U-NORTHERN (1)	44.8	39.4	35.1	--	--	*38.5	1.3	69	26	64	1	9.0
MONTANA TECH OF THE U OF MONT (1)	55.4	44.8	39.8	32.4	--	*45.2	--	111	25	67	0	10.2
DOCTORAL												
MONTANA STATE U-BOZEMAN (1)	59.7	48.7	40.5	30.5	--	47.9	5.4	407	32	58	8	10.7
THE U OF MONTANA-MISSOULA (3)	--	--	--	--	--	+	--	422	--	--	--	--

Independent Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BILLINGS BUSINESS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BLACKFEET CC (3)	--	--	--	--	--	+	--	10	--	--	--	--
DULL KNIFE MEMORIAL C (1)	--	--	--	--	25.8	*25.8	--	7	14	0	13	7.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA												
CARROLL C (1)	44.4	38.6	32.4	--	--	*37.0	--	71	39	55	0	7.8
NAES-FORT PECK (2)	--	--	--	--	--	--	--	--	--	--	--	--
ROCKY MOUNTAIN C (1)	39.0	31.4	28.8	--	--	*33.3	--	42	33	69	0	--
SALISH KOOTENAI C (1)	--	--	--	--	30.9	30.9	-0.0	25	52	0	47	7.3
BA+												
U OF GREAT FALLS (1)	41.1	37.1	29.9	--	--	*36.3	-3.7	50	32	52	0	7.8

NEBRASKA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
CENTRAL CC AREA (1)	--	--	--	--	28.7	28.7	-16	57	60	0	57	9.9
MCCOOK CC (1)	--	--	--	--	34.7	34.7	0.5	25	36	88	0	11.4
METROPOLITAN CC AREA (1)	--	--	--	--	40.0	40.0	9.5	133	47	0	7	10.2
MID PLAINS CC (1)	--	--	--	--	35.8	35.8	1.0	34	26	74	39	11.4
NEBRASKA C OF TECH AGRL (1)	--	+	--	--	--	+	--	2	100	0	88	4.5
NEBRASKA INDIAN CC (1)	--	--	--	--	28.2	28.2	12.6	7	57	100	0	--
NORTHEAST CC (1)	--	--	--	--	33.6	33.6	2.4	98	34	0	0	12.0
SOUTHEAST CC AREA (1)	--	--	--	--	32.0	32.0	0.1	29	55	0	88	11.0
WESTERN NEBRASKA CC (1)	--	--	--	--	34.6	34.6	2.6	65	38	0	4	11.8
BA+												
CHADRON STATE C (1)	53.2	44.3	36.2	27.9	--	*41.8	--	99	25	54	0	9.7
PERU STATE C (1)	52.3	35.4	33.5	28.3	--	*39.3	--	40	20	53	7	--
U OF NEBRASKA AT KEARNEY (1)	57.5	46.9	39.5	29.1	--	*44.8	--	314	34	60	0	9.9
WAYNE STATE C (1)	50.5	42.8	34.8	26.3	--	41.1	--	130	40	58	6	9.6
DOCTORAL												
U OF NEBRASKA AT LINCOLN (1)	75.2	52.0	42.9	28.4	+	*56.3	--	764	27	68	32	11.5
U OF NEBRASKA AT OMAHA (1)	59.1	51.5	41.4	30.9	--	*49.9	--	430	31	67	2	10.4
U OF NEBRASKA MED CTR (1)	+	44.1	39.6	34.2	--	*40.2	3.5	74	96	26	57	9.3

Independent Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
GRAND ISLAND C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
COLLEGE OF SAINT MARY (1)	51.4	43.5	34.6	--	--	*41.1	6.8	38	74	0	0	6.0
DANA C (1)	40.7	36.3	32.2	29.2	--	*35.3	--	42	40	62	0	8.9
MIDLAND LUTHERAN C (1)	45.3	+	31.1	26.4	--	*33.8	2.6	56	45	57	0	8.9
NEBRASKA CHRISTIAN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
NEB METHODIST C OF NURSING & ALLIED HLT (1)	--	42.9	39.2	--	--	*40.5	2.2	25	96	0	7	--
UNION C (1)	35.2	33.9	33.0	--	--	34.3	3.7	35	20	34	22	8.2
YORK C (1)	32.5	30.9	25.1	--	--	*28.8	--	24	17	33	8	6.3
BA+												
BELLEVUE U (1)	43.9	38.4	31.9	--	--	*36.0	--	31	35	0	44	6.9
BRYAN MEM HOSP SCHL OF NURSE ANESTHESIA (1)	--	--	--	--	--	--	--	0	--	--	100	--
CLARKSON C (1)	--	+	+	38.2	--	*38.2	7.5	8	100	0	74	6.5
CONCORDIA TEACHERS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOANE C (1)	48.8	41.8	37.2	30.1	--	40.9	--	64	38	45	0	8.7
GRACE U (1)	+	34.0	27.6	--	--	*31.3	--	15	0	0	12	7.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
HASTINGS C (1)	48.1	39.2	35.2	31.8	--	*39.9	--	68	21	68	0	8.3
NEBRASKA WESLEYAN U (1)	50.2	41.0	34.7	31.4	--	*42.1	--	84	36	65	2	9.8
DOCTORAL												
CREIGHTON U (1)	74.3	49.5	37.3	30.0	+	*49.3	--	255	35	62	32	11.6

NEVADA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
CC OF SOUTHERN NEVADA (1)	52.2	--	--	38.6	--	45.5	2.4	282	43	51	8	5.4
GREAT BASIN C (1)	44.1	--	--	--	--	44.1	6.3	35	37	51	10	8.0
TRUCKEE MEADOWS CC (1)	52.8	--	--	40.6	--	48.4	2.7	103	39	64	6	9.4
WESTERN NEVADA CC (1)	--	--	--	--	47.6	47.6	6.5	80	45	65	7	9.7
DOCTORAL												
U OF NEVADA-LAS VEGAS (1)	72.6	56.3	45.5	35.7	+	*55.2	--	570	31	61	7	10.4
U OF NEVADA-RENO (1)	78.5	57.9	45.7	38.3	--	61.0	--	388	30	65	10	9.9
Independent Institutions												
AA												
DEEP SPRINGS C (2)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
SIERRA NEVADA C (1)	+	43.5	+	--	--	*43.5	8.2	12	25	100	0	8.9

NEW HAMPSHIRE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
NH COMM TECH C-MANCHESTER/STRATHAM (1)	37.5	31.8	28.7	--	--	*36.2	--	64	52	0	15	7.2
NH COMM TECH C- BERLIN/LACO (1)	37.3	31.8	+	26.4	--	*35.4	-4.4	48	31	0	23	13.8
NH COMM TECH C-CLAREMONT (3)	--	--	--	--	--	+	--	26	--	--	--	--
NH COMM TECH C-STRATHAM (3)	--	--	--	--	--	+	--	23	--	--	--	--
NH COMM TECH G-LACONIA (3)	--	--	--	--	--	+	--	19	--	--	--	--
NH COMM TECH C-NASHUA (1)	41.3	32.7	30.1	--	--	*36.7	--	50	54	0	26	13.6
NEW HAMPSHIRE TECH INST (1)	37.4	32.1	26.8	--	--	*35.8	--	66	58	0	25	14.1
BA												
U OF NH-MANCHESTER (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
KEENE STATE C (1)	57.5	46.0	37.9	32.1	--	47.4	--	178	43	74	2	14.1
PLYMOUTH STATE C (1)	59.0	44.8	37.6	32.8	31.8	*48.7	1.1	168	34	78	0	13.7
DOCTORAL												
U OF NH-MAIN CAMPUS (1)	71.5	53.8	42.5	--	--	*57.7	--	593	32	78	4	15.0
Independent Institutions												
AA												
CASTLE C (1)	--	--	--	--	+	+	10.3	3	67	0	0	3.6
WHITE PINES C (1)	--	--	--	--	+	+	--	2	0	0	0	4.0
BA												
COLBY-SAWYER C (1)	47.3	39.7	33.5	--	--	38.1	3.6	40	50	33	0	12.8
DANIEL WEBSTER C (1)	50.6	+	36.1	--	--	*40.5	-2.1	26	12	0	0	--
MAGDALEN C (3)	--	--	--	--	--	--	--	--	--	--	--	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
SAINT ANSELM C (1)	52.3	45.2	33.6	31.1	--	*41.9	--	114	38	68	1	9.4
THOMAS MORE C OF LIBERAL ARTS (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA+												
FRANKLIN PIERCE C (1)	51.7	43.2	34.1	--	--	*44.8	--	69	32	0	0	12.7
FRANKLIN PIERCE LAW CTR (1)	85.3	--	--	56.7	--	*79.6	--	17	29	94	19	19.3
NEW ENGLAND C (1)	41.7	32.8	27.8	--	--	*33.2	-1.4	45	38	13	0	--
NEW HAMPSHIRE C (1)	61.8	50.3	41.3	--	--	*54.0	--	85	29	2	10	12.7
NOTRE DAME C (1)	38.4	32.7	31.6	--	--	*33.1	--	31	61	0	3	9.0
RIVIER C (1)	47.3	40.0	35.4	33.7	--	40.1	0.7	57	53	47	21	9.2
DOCTORAL												
ANTIOCH NEW ENGL GRAD SCHL-NH (1)	--	--	--	--	--	--	--	0	--	--	100	--
DARTMOUTH C (1)	88.7	60.7	51.8	--	--	71.0	4.7	376	30	70	0	18.5

NEW JERSEY

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
ATLANTIC CC (1)	62.1	72.6	42.3	--	--	53.7	9.6	65	49	80	0	14.5
BERGEN CC (1)	79.5	66.4	48.9	38.6	--	*65.8	--	206	47	87	0	15.5
BROOKDALE CC (1)	72.0	57.0	45.6	38.9	--	56.6	1.0	211	54	75	0	17.9
BURLINGTON COUNTY C (1)	65.6	64.1	54.6	34.2	--	*58.5	0.3	68	38	85	0	14.3
CAMDEN COUNTY C (1)	73.4	67.3	47.0	--	--	*57.1	--	111	44	84	6	17.5
COUNTY C OF MORRIS (1)	68.6	58.2	49.8	41.1	--	*60.7	--	180	44	93	0	15.5
CUMBERLAND COUNTY C (1)	--	52.8	44.6	34.8	--	47.7	-0.7	37	43	78	5	14.8
ESSEX COUNTY C (1)	--	--	--	--	--	--	--	0	--	--	100	--
GLOUCESTER COUNTY C (1)	71.8	67.0	64.5	48.4	--	64.3	5.1	69	36	91	0	17.7
HUDSON COUNTY CC (1)	52.9	50.5	43.9	36.5	--	*42.3	--	49	45	86	0	13.8
MERCER COUNTY CC (1)	69.5	56.7	47.6	33.0	--	57.1	1.5	107	39	85	8	19.2
MIDDLESEX COUNTY C (1)	74.5	63.0	54.4	39.8	--	*57.8	--	211	49	73	0	15.0
OCEAN COUNTY C (1)	73.9	58.6	46.8	36.6	--	55.5	7.0	112	49	91	0	14.0
PASSAIC COUNTY CC (1)	77.7	57.7	45.4	26.2	--	49.5	2.5	71	65	73	0	13.8
RARITAN VALLEY CC (1)	70.4	58.5	50.0	35.9	--	56.3	4.2	86	50	81	0	9.0
SALEM CC (1)	+	+	41.0	38.6	+	*39.5	-3.1	25	56	72	0	--
SUSSEX COUNTY CC (1)	--	43.5	37.1	30.0	--	*36.5	--	38	58	61	0	--
UNION COUNTY C (1)	71.5	56.0	39.9	28.9	--	54.0	0.3	177	53	80	0	14.3
WARREN COUNTY CC (1)	+	+	33.8	30.4	--	*32.4	--	16	63	56	0	10.5
BA+												
JERSEY CITY STATE C (1)	73.8	59.5	46.5	--	--	58.7	--	235	43	75	0	15.8
KEAN U (1)	73.4	59.8	47.8	--	--	61.1	1.5	362	43	80	0	12.7
MONTCLAIR STATE U (1)	74.2	59.2	45.3	25.6	--	58.0	-1.0	472	39	70	0	15.5
RAMAPO C OF NEW JERSEY (1)	73.9	59.6	45.7	--	--	61.6	2.2	140	34	80	1	12.4
RUTGERS U-CAMDEN (1)	92.8	66.8	49.2	32.8	--	*70.3	0.4	189	31	66	12	16.9
THE C OF NEW JERSEY (1)	74.7	60.0	47.2	34.4	--	*58.7	--	324	37	72	0	15.2
THE RICHARD STOCKTON C OF NJ (1)	75.1	58.8	43.5	33.8	--	56.7	1.2	193	40	66	0	15.1
WILLIAM PATERSON U OF NJ (1)	74.4	59.6	45.9	39.9	--	59.6	1.2	322	40	71	0	12.7
DOCTORAL												
NEW JERSEY INST OF TECHNOLOGY (1)	92.4	72.1	57.0	32.2	60.3	*70.8	--	323	16	64	10	14.9
ROWAN U (1)	74.4	58.0	44.3	35.9	--	56.5	--	336	32	66	0	15.7
RUTGERS U-NEW BRUNSWICK (1)	91.0	64.7	47.9	33.4	64.4	71.6		1,111	29	73	20	17.1

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RUTGERS U-NEWARK (1)	98.5	70.9	55.9	49.3	60.5	*75.4	- -	365	34	62	15	17.5
U OF MEDICINE & DENTISTRY OF NJ (1)	+	53.1	47.3	32.7	- -	*47.4	- -	35	83	3	83	15.3
Independent Institutions												
AA												
SAINT FRANCIS MED CTR SCHL OF NURSING (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
BA												
BLOOMFIELD C (1)	56.9	50.5	40.7	35.9	- -	*47.7	- -	56	50	48	0	13.0
TALMUDICAL ACAD-NEW JERSEY (3)	- -	- -	- -	- -	- -	+	- -	2	- -	- -	- -	- -
BA+												
CALDWELL C (1)	52.1	43.2	34.8	- -	- -	*40.5	- -	58	55	48	0	8.0
CENTENARY C (1)	+	41.3	34.0	31.0	- -	*36.0	- -	38	63	21	7	9.1
COLLEGE OF SAINT ELIZABETH (1)	49.7	45.1	37.8	- -	- -	44.2	2.6	47	77	47	13	7.1
FELICIAN C (1)	+	43.9	37.2	34.9	- -	*38.7	- -	51	61	0	0	- -
GEORGIAN COURT C (1)	55.4	46.1	39.5	- -	- -	*44.7	1.3	82	65	35	0	8.3
MONMOUTH U (1)	74.1	61.8	44.3	30.5	- -	53.0	2.1	187	38	46	0	14.8
NEW BRUNSWICK THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
RIDER U (1)	69.1	61.2	46.0	- -	- -	*61.9	- -	191	36	84	13	14.9
SAINT PETERS C (1)	63.4	49.6	38.8	32.2	- -	*51.2	3.9	118	32	69	0	11.2
DOCTORAL												
DREW U (1)	71.3	50.3	38.8	36.8	- -	*57.7	- -	131	43	69	0	13.4
FAIRLEIGH DICKINSON U-ALL CAMP (1)	58.4	48.4	49.4	33.5	- -	*52.1	- -	234	28	68	11	15.9
PRINCETON THEOL SEM (1)	83.2	59.5	47.0	- -	- -	70.5	1.7	47	30	79	0	26.2
PRINCETON U (1)	110.3	65.4	51.0	43.6	- -	86.7	4.5	689	24	68	0	18.4
SETON HALL U (1)	81.8	58.1	44.2	33.1	41.5	58.5	- -	338	38	61	0	12.5
STEVENS INST OF TECHNOLOGY (1)	74.9	59.0	51.7	31.6	- -	*65.2	- -	118	10	62	0	15.8

NEW MEXICO

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
ALBUQUERQUE TECH/VOC INST (1)	- -	- -	- -	- -	32.2	32.2	30.0	17	76	0	94	6.5
CLOVIS CC (1)	- -	- -	- -	- -	32.2	32.2	3.2	38	55	8	21	8.6
EASTERN NM U-ROSWELL CAMPUS (1)	- -	- -	- -	- -	31.9	31.9	0.2	52	56	42	0	7.6
INST OF AMERICAN INDIAN ARTS (3)	- -	- -	- -	- -	- -	+	- -	10	- -	- -	- -	- -
LUNA VOCATIONAL TECH INST (1	- -	- -	- -	- -	32.0	32.0	- -	46	41	0	2	5.5
NEW MEXICO JR C (1)	35.7	- -	- -	- -	- -	35.7	1.8	64	47	0	0	5.3
NEW MEXICO MILITARY INST (1)	43.7	38.7	33.0	28.9	+	*36.1	-0.6	62	34	65	13	7.5
NM STATE U-ALAMOGORDO (1)	+	34.5	31.4	28.4	- -	*0.6	0.4	44	39	39	2	7.3
NEW MEXICO STATE U-CARLSBAD (1	41.2	36.4	33.7	29.9	- -	*4.8	1.8	24	58	58	0	8.3
NEW MEXICO STATE U-DONA ANA (1)	38.1	35.6	30.2	26.6	- -	*1.6	- -	42	64	48	39	7.6
NEW MEXICO STATE U-GRANTS (1)	+	31.6	+	27.4	- -	*28.8	2.2	15	53	27	6	7.4
NORTHERN NEW MEXICO CC (1)	- -	- -	- -	- -	29.2	29.2	-2.7	39	49	26	0	7.5
SAN JUAN C (1)	44.1	39.8	38.8	37.3	- -	*38.7	- -	65	45	0	0	11.3
SANTA FE CC (1	- -	- -	- -	- -	30.2	30.2	-3.8	30	57	0	39	6.3
SW INDIAN POLYTECH INST (1	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
U OF NM-GALLUP CAMPUS (1)	+	+	30.3	29.5	- -	*29.6	1.5	61	43	5	6	6.4
U OF NM-LOS ALAMOS CAMPUS (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
U OF NM-VALENCIA CNTY BRANCH (1)	+	34.5	30.5	30.7	- -	*31.5	0.4	22	55	36	12	7.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
EASTERN NM U-MAIN CAMPUS (1	52.0	39.7	34.6	29.9	--	*38.2	--	136	39	44	1	8.8
NEW MEXICO HIGHLANDS U (1)	46.3	39.2	34.2	--	32.9	38.6	1.7	129	37	60	0	9.3
WESTERN NEW MEXICO U (1)	47.9	36.6	31.7	25.5	--	* 6.5	--	91	49	56	0	11.0
DOCTORAL												
NM INST OF MINING AND TECHN (1)	60.7	47.2	39.5	31.4	--	*48.5	--	102	14	68	6	10.3
NM STATE U-MAIN CAMPUS (1)	57.9	47.9	39.7	24.9	--	46.4	1.1	458	35	54	21	10.7
U OF NEW MEXICO-MAIN CAMPUS (1)	65.4	48.2	40.3	33.2	--	* 2.0	--	778	35	68	9	10.3
Independent Institutions												
AA												
CROWNPOINT INST OF TECH (1)	--	--	--	--	29.5	29.5	--	20	40	0	13	4.1
BA+												
COLLEGE OF SANTA FE (1)	43.2	37.1	32.6	--	--	38.5	4.8	51	35	61	18	5.3
COLLEGE OF THE SOUTHWEST (1)	--	+	31.4	--	--	*31.4	--	15	47	0	0	--
SOUTHWESTERN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ST JOHN'S C (1)	--	--	--	--	33.2	33.2	-22	48	27	65	0	15.1
NEW YORK												
Public Institutions												
AA												
ADIRONDACK CC (1)	52.0	38.1	32.4	--	--	*40.6	--	97	45	88	0	14.2
BROOME CC (1)	60.0	49.9	42.1	--	--	*53.0	--	147	37	91	0	14.1
CAYUGA COUNTY CC (1)	54.0	41.7	+	--	--	*52.7	-0.9	44	34	95	4	12.9
CLINTON CC (1)	44.2	36.6	30.1	--	--	*35.1	-1.2	44	48	57	0	11.5
COLUMBIA-GREENE CC (1)	53.4	42.1	41.5	29.9	--	42.3	-5.4	40	45	75	2	12.2
CORNING CC (1)	56.5	37.3	40.8	19.0	--	*46.2	--	106	36	79	1	11.6
CUNY BOROUGH OF MANHATTAN CC (1)	73.7	54.8	44.3	40.1	--	56.8	0.6	273	51	63	0	--
CUNY BRONX CC (1)	74.5	59.5	42.8	38.9	--	*54.8	--	201	43	53	0	--
CUNY HOSTOS CC (1)	73.5	59.6	46.6	45.6	--	*56.2	--	140	49	62	0	--
CUNY KINGSBOROUGH CC (1)	74.7	59.1	46.8	44.1	--	*57.5	--	220	44	66	0	--
CUNY LA GUARDIA CC (1)	71.1	56.4	42.6	40.8	--	55.9	0.7	244	59	57	0	--
CUNY QUEENSBOROUGH CC (1)	75.6	61.1	46.2	42.3	--	63.1	-1.3	254	39	78	0	--
DUTCHESS CC (1)	58.3	48.4	39.5	31.4	--	46.1	4.6	120	48	78	0	14.0
ERIE CC-CITY CAMPUS (1)	54.3	48.9	42.1	34.3	--	46.5	4.6	105	46	94	0	11.8
ERIE CC-NORTH CAMPUS (1)	55.4	50.2	40.6	33.3	--	48.5	3.5	182	50	93	0	12.6
ERIE CC-SOUTH CAMPUS (1)	54.7	49.7	41.3	32.7	--	*48.6	--	104	38	95	0	11.2
FINGER LAKES CC (1)	60.4	46.9	37.9	31.1	--	46.9	4.4	96	42	79	0	11.9
FULTON-MONTGOMERY CC (1)	61.4	52.8	40.7	31.1	--	49.4	3.3	51	33	84	0	12.7
GENESEE CC (1)	55.6	45.3	38.2	29.3	--	*46.8	--	71	54	0	0	12.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
HERKIMER COUNTY CC (1)	47.4	40.4	34.0	26.8	--	*39.0	3.5	76	39	87	0	11.7
HUDSON VALLEY CC (1)	63.5	51.5	41.4	32.9	--	49.6	1.1	252	47	84	0	13.1
JAMESTOWN CC (1)	51.9	42.2	36.2	33.1	--	*45.0	--	71	42	92	0	15.0
JAMESTOWN CC-CATTARAUGUS COUNTY (1)	--	--	--	--	--	--	--	--	--	--	--	--
JEFFERSON CC (1)	64.2	47.5	39.9	34.0	--	*43.3	3.0	73	53	63	0	12.1
MOHAWK VALLEY CC-ROME BRANCH (1)	--	--	--	--	--	--	--	--	--	--	--	--
MOHAWK VALLEY CC-UTICA BRANCH (1)	46.2	36.8	31.6	30.3	--	36.1	-0.5	138	34	80	0	11.1
MONROE CC (1)	66.2	52.4	42.5	33.5	--	*52.8	--	255	41	79	3	14.8
MONROE CC-E KENT DAMON CITY CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
NASSAU CC (1)	79.5	64.0	54.0	45.3	--	65.4	4.0	531	48	90	7	19.2
NIAGARA COUNTY CC (1)	64.3	54.3	48.5	36.5	--	54.2	1.8	137	49	83	4	16.8
NORTH COUNTRY CC (1)	54.7	50.6	36.0	26.0	--	*45.5	3.1	32	44	78	0	12.9
NORTH COUNTRY CC-MALONE (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTH COUNTRY CC-TICONDEROGA (1)	--	--	--	--	--	--	--	--	--	--	--	--
ONONDAGA CC (1)	56.7	49.6	42.2	35.5	--	*50.0	--	157	44	86	0	--
ORANGE COUNTY CC (1)	62.5	51.9	42.4	35.5	--	48.3	2.0	149	48	89	0	17.4
ROCKLAND CC (1)	67.9	51.8	45.8	38.4	+	*56.5	--	134	52	84	9	16.2
SCHENECTADY COUNTY CC (1)	50.9	37.0	29.6	26.1	--	*41.4	-1.1	62	50	0	0	12.9
SUFFOLK COUNTY CC-AMMERMAN CAMPUS (1)	68.9	53.4	43.9	43.1	--	62.9	--	173	45	91	0	18.2
SUFFOLK COUNTY CC-EASTERN CAMPUS (1)	68.8	50.6	40.9	--	--	*55.7	--	34	47	79	0	16.5
SUFFOLK COUNTY CC-WESTERN CAMPUS (1)	67.5	53.2	43.4	--	--	*57.3	--	70	44	79	0	17.1
SULLIVAN COUNTY CC (1)	48.8	41.3	32.4	--	--	*44.5	--	48	40	81	0	--
SUNY C OF AGRL & TECHN AT MORRISVILLE (1)	50.0	39.6	35.5	--	--	*40.1	-0.8	96	36	59	4	10.1
SUNY C OF TECHNOLOGY AT CANTON (1)	48.7	40.7	37.8	34.3	--	43.3	--	74	27	77	1	11.0
SUNY C OF TECHNOLOGY AT DELHI (1)	48.6	40.5	33.2	29.3	--	40.1	-0.2	95	28	71	1	11.2
SUNY ULSTER COUNTY CC (1)	57.7	47.5	42.4	34.2	--	49.6	-3.6	59	44	88	0	15.4
SUNY WESTCHESTER COMMMUNITY C (1)	74.3	65.2	53.9	--	--	63.6	-1.7	163	41	92	0	20.7
TOMPKINS-CORTLAND CC (1)	51.8	40.1	34.6	--	--	*47.7	--	60	48	98	0	14.7
BA												
CUNY MEDGAR EVERS C (1)	74.7	59.3	49.5	44.9	--	*57.2	--	122	48	55	0	--
CUNY NEW YORK CITY TECH C (1)	74.6	60.6	50.0	47.4	--	60.2	-0.3	271	40	73	0	--
CUNY YORK C (1)	74.7	62.5	48.1	46.2	--	*60.5	--	139	42	70	0	--
SUNY C AT OLD WESTBURY (1)	63.0	47.5	38.3	33.6	--	*48.5	--	113	49	71	0	12.8
SUNY C OF AGRL & TECHN AT COBLESKILL (1)	48.9	40.3	35.9	28.6	--	*41.5	--	104	33	79	6	11.2
SUNY C OF TECHNOLOGY AT ALFRED (1)	52.2	42.5	32.5	31.1	--	*42.0	-1.8	129	22	56	1	11.6
SUNY C OF TECHNOLOGY AT FARMINGDALE (1)	64.7	51.8	42.3	34.7	--	53.0	-1.0	167	38	73	2	13.6
U.S. MERCHANT MARINE ACAD (2)	--	--	--	--	--	--	--	--	--	--	--	--
U.S. MILITARY ACAD (1)	75.3	63.3	45.9	--	--	*60.1	--	43	28	0	52	16.0
BA+												
CUNY BERNARD M BARUCH C (1)	75.3	61.5	52.3	49.7	--	*64.4	--	396	33	76	0	--
CUNY BROOKLYN C (1)	76.8	62.1	45.6	49.4	--	67.8	-1.1	473	33	84	0	--
CUNY CITY C (1)	77.1	61.9	51.3	49.2	--	*68.0	-1.4	474	31	82	0	--
CUNY C OF STATEN ISLAND (1)	75.3	63.1	48.4	47.3	--	*62.2	-0.8	274	37	80	0	--
CUNY HUNTER C (1)	75.6	60.7	47.4	46.6	--	64.2	--	512	48	79	0	--
CUNY JOHN JAY C CRIMINAL JUSTICE (1)	76.0	61.1	48.1	45.6	--	62.7	-0.6	235	39	70	0	--
CUNY LEHMAN C (1)	76.5	62.6	49.4	48.2	--	*64.2	--	276	38	76	0	--
CUNY QUEENS C (1)	76.5	61.5	48.9	46.0	--	64.8	-0.7	521	33	78	0	--
FASHION INST OF TECHNOLOGY (1)	79.9	63.9	55.9	37.8	--	61.3	4.0	161	49	85	0	18.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
SUNY C AT BROCKPORT (1)	62.9	53.0	41.4	31.5	--	*49.5	--	276	35	61	0	13.1
SUNY C AT BUFFALO (1)	55.3	45.2	39.8	31.4	--	45.7	-1.3	408	35	68	2	12.1
SUNY C AT CORTLAND (1)	54.9	41.2	36.0	34.8	--	*45.5	--	206	32	74	0	12.7
SUNY C AT FREDONIA (1)	58.1	44.7	36.3	--	--	*48.3	--	201	26	72	2	13.4
SUNY C AT GENESEO (1)	55.6	44.3	36.1	36.8	--	43.3	--	245	36	58	0	11.9
SUNY C AT NEW PALTZ (1)	61.1	47.7	39.1	31.5	--	47.3	-1.5	252	38	58	3	13.0
SUNY C AT ONEONTA (1)	57.3	45.5	38.6	32.3	--	47.2	0.2	208	32	75	0	13.1
SUNY C AT OSWEGO (1)	55.6	45.3	36.3	29.7	--	*45.9	--	297	32	69	1	12.6
SUNY C AT PLATTSBURGH (1)	54.6	44.1	36.2	30.2	--	45.3	--	241	32	68	2	12.8
SUNY C AT POTSDAM (1)	56.1	42.1	35.2	30.8	--	*43.6	--	199	33	61	1	12.1
SUNY C AT PURCHASE (1)	56.5	45.8	38.2	--	--	*47.7	--	106	42	77	0	13.0
SUNY EMPIRE STATE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SUNY INST OF TECHNOLOGY AT UTICA-ROME (1)	54.9	49.6	45.3	35.0	--	*48.2	0.5	81	25	69	0	13.1
SUNY MARITIME C (1)	54.0	47.6	37.5	--	--	*48.2	-1.3	47	11	66	0	12.4
DOCTORAL												
CORNELL U-NY STATE STATUTORY CS (3)	--	--	--	--	--	+	--	74	--	--	--	--
CUNY GRAD SCHL & U CTR (1)	77.9	61.5	53.3	--	--	*74.7	--	76	38	95	0	--
NY STATE C OF CERAMICS AT ALFRED UNIV (1)	67.1	47.6	37.5	--	--	*50.0	--	48	29	90	0	--
SUNY AT ALBANY (1)	76.5	54.7	43.1	40.6	--	61.5	-0.5	536	29	78	2	16.1
SUNY AT BINGHAMTON (1)	74.4	53.7	44.4	33.5	--	57.5	-1.6	447	29	71	0	15.7
SUNY AT BUFFALO (1)	80.9	57.2	45.9	36.0	--	63.5	--	779	26	70	19	16.5
SUNY AT STONY BROOK (1)	80.3	57.5	46.0	38.8	--	*65.4	--	613	24	75	20	17.1
SUNY C OF ENVIRONMENTAL SCI & FORESTRY (1)	61.9	47.1	41.0	--	--	*48.4	--	66	20	62	42	12.5
SUNY C OF OPTOMETRY (1)	+	--	--	--	--	+	--	1	0	100	98	17.0
SUNY HLTH SCIENCE CTR AT BROOKLYN (1)	--	--	--	--	--	--	--	0	--	--	100	--
SUNY HLTH SCIENCE CTR AT SYRACUSE (1)	--	--	--	--	--	--	--	0	--	--	100	--
Independent Institutions												
AA												
ARNOT-OGDEN MED CTR SCHL OF NURSING (3)	--	--	--	--	--	--	--	--	--	--	--	--
BRAMSON ORT TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
CATHOLIC MED CTR SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
COCHRAN SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
CROUSE HOSP SCHL OF NURSING (1)	--	--	--	--	42.0	42.0	--	11	100	0	0	13.0
CVPH MED CTR SCHL OF RADIOLOGIC TECHN (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOROTHEA HOPFER SCHL OF NURSING-MT VERNON HOSP (1)	--	--	--	--	--	--	--	0	--	--	100	--
ELLIS HOSP SCHL OF NURSING (1)	--	--	--	--	+	+	--	2	100	100	75	4.1
HELENE FULD C OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
LONG ISLAND C HOSP SCHL OF NURSING (1)	--	+	+	45.5	--	*45.5	-1.1	6	100	0	14	13.5
MARIA C OF ALBANY (1)	37.6	32.5	27.8	28.0	--	*29.8	8.1	30	90	40	0	5.1
MATER DEI C (1)	+	25.5	+	23.7	--	*24.7	--	14	79	0	0	5.6
MILLARD FILLMORE HOSP SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
PAUL SMITHS C OF ARTS & SCIENCE (1)	41.0	33.6	26.5	22.9	--	*33.6	--	51	41	0	7	8.7
PHILLIPS BETH ISRAEL SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT ELIZABETH C OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT LUKES MEMORIAL HOSP CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAMARITAN HOSP SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
SISTERS OF CHARITY HOSP SCHL OF NURSING (1)	--	--	--	--	36.8	36.8	--	9	100	0	0	5.3
ST JOSEPHS HOSP HLTH CTR SCHL OF NURS (1)	--	--	--	--	--	--	--	0	--	--	100	--

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ST VINCENTS MED CTR OF RICHMOND-SCH OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
SYRIT C (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE SAGE C-ALBANY CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
TROCAIRE C (1)	35.8	31.0	28.7	26.0	--	*30.4	4.7	33	79	0	0	7.4
VILLA MARIA C BUFFALO (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
ALBANY C OF PHARMACY (1)	64.0	50.9	48.5	--	--	*55.1	--	24	50	71	37	14.2
BARNARD C (1)	87.5	59.2	46.6	45.3	32.8	*58.7	--	168	58	37	0	15.9
CAZENOVIA C (1)	43.5	36.6	32.9	--	--	36.9	4.5	47	66	57	0	8.8
COLLEGE OF AERONAUTICS (1)	--	--	--	--	--	--	--	0	--	--	100	--
CONCORDIA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
CULINARY INST OF AMERICA (1)	--	--	--	--	--	--	--	0	--	--	100	--
HAMILTON C (1)	75.6	57.0	45.7	41.0	--	60.0	--	138	34	68	0	16.2
HARTWICK C (1)	58.4	48.0	38.1	--	--	49.5	--	109	40	65	0	14.0
HILBERT C (1)	37.3	34.7	32.8	--	--	*34.4	--	29	52	0	0	7.4
HOBART WILLIAM SMITH CS (1)	66.2	51.5	37.2	--	--	*54.0	--	132	42	87	0	11.7
HOUGHTON C (1)	49.2	38.8	26.7	--	--	42.4	--	78	19	63	0	12.4
KEUKA C (1)	46.5	40.2	33.3	--	--	*39.7	--	44	43	59	8	7.5
MARYMOUNT C (1)	45.5	38.7	33.0	--	--	39.9	-1.0	55	60	40	0	10.0
MARYMOUNT MANHATTAN C (1)	54.6	47.8	35.2	--	--	42.1	5.2	63	60	52	0	9.6
MEDAILLE C (1)	53.3	40.9	33.6	--	--	*42.6	0.7	38	42	53	0	8.5
MERCY C-BRONX BRANCH CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
MERCY C-WHITE PLAINS BRANCH CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
MERCY C-YORKTOWN HEIGHTS BRANCH CAMP (1)	--	--	--	--	--	--	--	--	--	--	--	--
RABBINICAL C OF LONG ISLAND (3)	--	--	--	--	--	--	--	--	--	--	--	--
SAINT JOSEPHS C-MAIN CAMPUS (1)	61.5	48.1	41.9	33.0	--	*45.9	--	91	65	26	1	10.2
ST FRANCIS C (1)	64.9	52.1	37.9	33.6	--	51.2	4.2	62	40	42	0	14.1
TALMUDICAL SEM OF OHOLEI TORAH (1)	9.2	--	--	--	--	9.2	0.0	12	0	0	0	14.7
UTICA C OF SYRACUSE U (1)	51.7	43.5	37.2	--	--	43.9	2.4	98	44	79	0	14.8
WELLS C (1)	49.2	38.9	33.8	--	--	*43.8	--	40	55	80	0	--
YESHIVA & KOLLEL HARBOTZAS TORAH (1)	--	--	--	--	--	--	--	0	--	--	100	--
YESHIVA SHAAR HATORAH (3)	--	--	--	--	--	+	--	4	--	--	--	--
BA+												
AUDREY COHEN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BANK STREET C OF EDUCATION (1)	--	--	--	--	52.9	52.9	4.4	41	80	0	18	11.7
BARD C (1)	71.7	51.8	42.7	--	--	59.2	4.3	93	37	54	0	16.9
BETH HATALMUD RABBINICAL C (3)	--	--	--	--	--	--	--	--	--	--	--	--
BORICUA C (1)	--	--	+	33.5	--	*33.5	--	25	64	0	47	7.2
CANISIUS C (1)	55.8	50.4	36.2	--	--	49.3	0.2	200	23	80	0	13.2
CENTRAL YESHIVA TOMCHEI TMIMIM LUBAVITZ (1)	24.2	20.4	--	--	23.3	22.9	3.2	17	0	76	0	9.5
COLGATE U (1)	82.3	61.6	45.7	--	--	*66.3	--	188	36	74	0	17.2
COLLEGE OF MOUNT SAINT VINCENT (1)	57.9	46.4	37.3	36.7	--	*43.6	--	61	66	56	0	10.8
COLLEGE OF NEW ROCHELLE (1)	61.8	51.2	43.3	44.3	--	50.6	--	72	64	65	0	13.5
COOPER UNION FOR THE ADVMENT OF SCI & ART (1)	78.2	57.2	50.6	--	--	68.7	1.4	55	22	84	0	19.8
D'YOUVILLE C (1)	52.6	45.0	37.5	32.4	--	*42.5	--	83	65	49	6	7.8
DAEMEN C (1)	52.9	44.0	37.9	--	--	*42.7	1.9	68	47	63	12	12.9
DOMINICAN C OF BLAUVELT (1)	55.3	43.9	40.2	35.9	--	*40.7	--	53	68	38	0	--
DOWLING C (1)	--	--	--	--	--	--	--	0	--	--	100	--

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ELMIRA C (1)	54.1	39.7	34.6	15.8	--	*35.9	--	70	47	56	11	11.6
GRAD SCHL OF FIGURATIVE ART (1)	--	--	--	--	35.0	35.0	--	3	0	0	0	--
IONA C (1)	64.0	50.2	38.2	34.7	--	*49.1	--	170	34	73	0	13.2
ITHACA C (1)	64.0	50.5	37.7	33.9	--	47.9	4.6	374	41	59	0	15.4
LE MOYNE C (1)	64.8	53.9	39.6	--	--	*52.8	--	125	37	71	0	12.8
LONG ISLAND U-BRENTWOOD (1)	--	--	--	--	--	--	--	--	--	--	--	--
LONG ISLAND U-ROCKLAND CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
LONG ISLAND U-SOUTHAMPTON C (1)	71.2	51.6	43.5	41.2	--	*55.7	--	72	31	56	0	13.1
MANHATTAN C (1)	63.8	53.3	42.4	34.5	--	*53.4	--	158	27	74	0	14.5
MANHATTANVILLE C (1)	51.9	41.1	35.8	--	--	*45.5	--	56	48	84	0	9.6
MARIST C (1)	65.8	52.1	41.9	36.5	--	*45.4	--	162	36	40	0	14.2
MERCY C-MAIN CAMPUS (1)	60.0	51.3	44.1	33.8	--	51.5	3.6	129	44	53	16	12.4
MOLLOY C (1)	60.8	46.4	43.0	--	--	49.7	24.8	70	81	100	0	21.9
MOUNT SAINT MARY C (1)	--	--	--	--	--	+	--	2	50	0	96	4.2
NAZARETH C OF ROCHESTER (1)	58.5	47.2	38.9	--	--	48.6	1.9	107	50	67	4	11.8
NY INST OF TECHNOLOGY-CENTRAL ISLIP (1)	+	56.9	+	--	--	*56.9	--	12	42	83	0	21.8
NY INST OF TECHNOLOGY-MANHATTAN CAMPUS (1)	65.6	54.3	42.5	--	--	*56.7	--	49	18	84	0	17.6
NIAGARA U (1)	58.9	49.6	43.5	35.7	--	*50.2	--	118	37	65	0	10.4
NYACK C (1)	41.9	38.0	34.2	29.6	--	*37.5	1.1	46	30	30	8	10.0
PACE U-PLEASANTVILLE BRIARCLIFF (1)	75.1	61.0	49.5	48.5	--	*63.2	--	160	48	78	0	16.8
PACE U-WHITE PLAINS (1)	110.4	81.1	+	--	--	*100.2	--	67	30	81	0	19.9
PRATT INST-MAIN (1)	40.5	36.9	40.0	--	--	*39.3	--	112	24	67	7	10.5
RABBINICAL C OF BETH SHRAGA (1)	--	--	--	--	--	--	--	0	--	--	100	--
RABBINICAL SEM OF ADAS YEREIM (1)	37.7	--	--	--	--	37.7	-7.0	5	0	100	0	3.4
ROBERTS WESLEYAN C (1)	44.8	38.1	35.1	--	--	39.5	11.6	67	40	39	0	6.9
ROCHESTER GENRL HOSP SCHL OF MED TECHN (1)	--	--	--	--	--	--	--	--	--	--	--	--
SAINT BONAVENTURE U (1)	53.2	42.7	37.6	27.1	+	*42.6	--	121	24	71	0	11.0
SAINT JOHN FISHER C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT JOSEPHS C-SUFFOLK CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
SAINT THOMAS AQUINAS C (1)	62.8	50.1	41.3	--	--	*49.9	--	61	43	74	0	12.5
SAINT VINCENTS HOSP MED TECHN PROGRAM (1)	--	--	--	--	--	--	--	--	--	--	--	--
SARAH LAWRENCE C (1)	--	--	--	--	58.6	58.6	3.4	76	46	72	0	15.2
SIENA C (1)	55.4	47.3	39.4	33.2	--	*47.6	--	139	32	76	0	14.0
SKIDMORE C (1)	69.4	54.9	[illegible]	37.9	--	*55.5	--	173	42	70	0	17.4
ST BERNARDS INST (1)	+	+	+	--	--	+	9.7	4	25	75	0	--
ST LAWRENCE U (1)	70.7	52.4	40.7	34.7	--	*56.0	--	154	32	73	0	19.4
THE C OF INSURANCE (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE C OF SAINT ROSE (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE SAGE CS (1)	47.1	40.2	33.4	30.2	--	39.1	--	155	63	70	0	9.5
TOURO C (1)	92.7	59.3	38.9	24.0	--	43.2	-2.9	262	48	8	0	7.7
VASSAR C (1)	77.7	59.3	46.2	46.9	--	*60.3	4.0	215	43	60	0	16.5
WAGNER C (1)	57.9	46.3	40.1	34.0	--	*45.4	--	83	45	53	0	11.4
WEBB INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOCTORAL												
ADELPHI U (1)	--	--	--	--	--	--	--	0	--	--	100	--
ALFRED U (1)	59.1	45.6	38.2	--	--	*49.9	--	114	32	73	0	11.5
CLARKSON U (1)	75.1	55.4	53.5	40.3	--	*60.1	--	154	12	66	0	14.7
COLGATE ROCHESTER-BEXLEY-CROZER (1)	55.7	+	+	--	--	*55.7	1.7	11	36	64	0	11.5
COLUMBIA U IN THE CITY OF NEW YORK (1)	103.6	65.2	52.5	43.2	--	80.9	--	933	26	54	17	18.1

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CORNELL U-ENDOWED CS (1)	89.9	64.2	56.2	40.0	--	*71.5	--	906	24	67	0	21.2
FORDHAM U (1)	85.9	64.5	52.2	38.3	26.5	*66.7	--	569	34	64	0	16.4
HEBREW UNION C-JEWISH INST OF RELIGION (1)	--	--	--	--	--	--	--	0	--	--	100	--
HOFSTRA U (1)	88.3	62.1	48.4	42.9	--	*66.4	--	448	35	65	0	18.4
JEWISH THEOL SEM OF AMERICA (1)	--	--	--	--	--	--	--	0	--	--	100	--
LONG ISLAND U-BROOKLYN CAMPUS (1)	84.3	59.1	48.6	38.3	--	61.2	3.1	261	43	45	0	15.6
LONG ISLAND U-C W POST CAMPUS (1)	72.2	59.3	51.4	27.3	--	*62.2	--	307	38	65	0	16.1
MANHATTAN SCHL OF MUSIC (1)	--	--	--	--	27.1	27.1	0.6	71	32	0	8	5.9
NEW SCHL FOR SOCIAL RESEARCH (1)	84.8	65.8	47.5	--	46.5	60.4	--	116	34	28	11	16.9
NY INST OF TECHNOLOGY-OLD WESTBURY (1)	79.5	51.6	39.4	--	+	*60.8	--	113	22	81	0	22.3
NEW YORK THEOL SEM (3)	--	--	--	--	--	--	--	--	--	--	--	--
NEW YORK U (1)	103.3	68.4	57.6	32.2	46.1	79.2	2.2	1,278	34	60	46	25.6
PACE U-NEW YORK (1)	78.8	60.2	48.7	--	--	*66.4	--	200	32	78	0	16.7
POLYTECH U (1)	71.2	62.8	52.8	33.2	--	60.6	--	152	13	57	0	12.1
RENSSELAER POLYTECH INST (1)	85.2	60.8	53.9	--	--	72.8	--	322	15	80	1	17.3
ROCHESTER INST OF TECHNOLOGY (1)	70.8	55.9	47.8	42.7	--	*57.2	--	598	27	84	4	14.5
ROCKEFELLER U (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT JOHNS U-NEW YORK (1)	92.6	65.3	52.5	--	--	*70.4	--	528	28	77	4	21.1
SH'OR YOSHUV RABBINICAL C (1)	23.4	--	--	--	--	23.4	-11	9	0	100	0	35.9
SYRACUSE U (1)	70.4	53.3	43.7	43.8	--	57.6	--	790	28	70	2	18.8
TEACHERS C AT COLUMBIA U (1)	87.4	70.6	52.6	39.6	--	*74.2	--	125	54	65	0	21.4
THE GENRL THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE JUILLIARD SCHL (1)	--	--	--	--	43.0	43.0	4.3	106	41	0	0	--
UNION C (1)	73.6	56.2	45.5	--	--	*60.7	--	156	27	53	0	17.4
UNION THEOL SEM (1)	53.9	38.0	29.5	--	--	*48.4	--	23	52	74	0	28.8
U OF ROCHESTER (1)	86.2	58.1	54.1	44.2	--	*70.5	--	486	23	71	0	14.0
YESHIVA MIKDASH MELECH (1)	--	--	--	--	--	--	--	0	--	--	100	--
YESHIVA U (3)	--	--	--	--	--	--	--	--	--	--	--	--
YESHIVATH ZICHRON MOSHE (1)	--	--	--	--	--	--	--	0	--	--	100	--

NORTH CAROLINA

Public Institutions

AA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
ALAMANCE CC (1)	--	--	--	--	28.5	*28.5	--	10	90	0	86	6.5
ANSON CC (1)	--	--	--	--	36.9	36.9	2.3	23	43	0	39	9.0
ASHEVILLE BUNCOMBE TECH CC (1)	--	--	--	--	32.4	32.4	3.3	22	64	0	76	8.2
BEAUFORT COUNTY CC (1)	--	--	--	--	30.2	30.2	8.7	18	67	0	67	7.6
BLADEN CC (1)	--	--	--	--	+	+	-6.3	3	33	0	88	34.9
BLUE RIDGE CC (1)	--	--	--	--	+	+	--	2	100	0	96	8.6
BRUNSWICK CC (1)	--	--	--	--	+	+	--	1	0	0	96	7.4
CALDWELL CC & TECH INST (1)	--	--	--	--	27.7	27.7	0.6	37	70	0	55	6.7
CAPE FEAR CC (1)	--	--	--	--	30.1	30.1	2.7	49	57	0	51	7.2
CARTERET CC (1)	--	--	--	--	34.1	*34.1	--	14	86	0	67	7.7
CATAWBA VALLEY CC (1)	--	--	--	--	33.3	*33.3	--	9	78	0	91	7.5
CENTRAL CAROLINA CC (1)	--	--	--	--	31.0	31.0	-0.4	34	50	0	71	7.4
CENTRAL PIEDMONT CC (1)	--	--	--	--	37.2	37.2	-2.2	52	71	0	79	6.1
CLEVELAND CC (1)	--	--	--	--	33.8	33.8	--	10	50	0	79	7.9
COASTAL CAROLINA CC (1)	--	--	--	--	32.0	32.0	3.5	22	64	0	78	7.7
COLLEGE OF THE ALBEMARLE (1)	--	--	--	--	28.2	28.2	-2.0	26	69	0	61	6.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
CRAVEN CC (1)	--	--	--	--	32.7	32.7	-5.6	11	55	0	80	8.0
DAVIDSON COUNTY CC (1)	--	--	--	--	33.6	33.6	-2.5	35	66	0	47	8.1
DURHAM TECH CC (1)	--	--	--	--	34.8	34.8	4.5	56	55	0	48	8.7
EDGECOMBE CC (1)	--	--	--	--	34.1	*34.1	--	9	78	0	89	--
FAYETTEVILLE TECH CC (1)	--	--	--	--	29.4	29.4	0.6	27	63	0	88	5.0
FORSYTH TECH CC (1)	--	--	--	--	30.8	30.8	1.1	37	57	0	72	7.1
GASTON C (1)	--	--	--	--	28.9	28.9	--	20	70	0	82	7.1
GUILFORD TECH CC (1)	--	--	--	--	32.0	32.0	4.2	70	56	0	62	7.5
HALIFAX CC (1)	--	--	--	--	32.7	32.7	6.7	14	64	0	77	7.7
HAYWOOD CC (1)	--	--	--	--	31.0	31.0	0.0	6	50	0	89	7.7
ISOTHERMAL CC (1)	--	--	--	--	28.8	28.8	5.6	18	56	0	65	7.0
JAMES SPRUNT CC (1)	--	--	--	--	+	+	--	2	100	0	96	7.5
JOHNSTON CC (1)	--	--	--	--	34.1	*34.1	--	8	75	0	93	8.2
LENOIR CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
MARTIN CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
MAYLAND CC (1)	--	--	--	--	25.4	*25.4	--	4	75	0	86	6.6
MCDOWELL TECH CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
MITCHELL CC (1)	--	--	--	--	30.3	*30.3	--	8	88	0	84	7.1
MONTGOMERY CC (1)	--	--	--	--	+	+	--	1	100	0	97	6.5
NASH CC (1)	--	--	--	--	29.1	29.1	--	10	70	0	81	5.4
PAMLICO CC (1)	--	--	--	--	34.5	34.5	--	5	0	0	58	7.5
PIEDMONT CC (1)	--	--	--	--	32.2	32.2	1.9	21	33	0	60	7.9
PITT CC (1)	--	--	--	--	30.8	30.8	-0.6	30	73	0	78	6.9
RANDOLPH CC (1)	--	--	--	--	33.7	*33.7	--	12	83	0	73	8.1
RICHMOND CC (1)	--	--	--	--	37.4	37.4	3.3	22	55	0	54	8.5
ROANOKE-CHOWAN CC (1)	--	--	--	--	+	+	--	2	50	0	94	7.1
ROBESON CC (1)	--	--	--	--	38.2	38.2	3.0	12	67	0	69	8.6
ROCKINGHAM CC (1)	--	--	--	--	31.7	31.7	8.0	16	69	0	71	7.8
ROWAN-CABARRUS CC (1)	--	--	--	--	37.3	37.3	4.9	43	63	0	43	8.2
SAMPSON CC (1)	--	--	--	--	29.2	*29.2	--	7	71	0	84	7.2
SANDHILLS CC (1)	--	--	--	--	35.1	35.1	-4.5	15	80	0	85	6.5
SOUTHEASTERN CC (1)	--	--	--	--	31.2	31.2	--	10	70	0	86	7.4
SOUTHWESTERN CC (1)	--	--	--	--	33.9	33.9	--	21	71	0	61	6.3
STANLY CC (1)	--	--	--	--	30.1	30.1	-6.8	16	75	0	70	7.4
SURRY CC (1)	--	--	--	--	32.2	32.2	1.5	15	67	0	81	8.5
TRI-COUNTY CC (1)	--	--	--	--	31.8	*31.8	--	5	60	0	80	8.3
VANCE-GRANVILLE CC (1)	--	--	--	--	29.2	29.2	-23	17	82	0	81	6.7
WAKE TECH CC (1)	--	--	--	--	27.4	27.4	2.4	49	76	0	76	6.2
WAYNE CC (1)	--	--	--	--	34.3	*34.3	--	22	91	0	75	8.4
WESTERN PIEDMONT CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
WILKES CC (1)	--	--	--	--	27.9	27.9	-4.5	17	65	0	73	7.0
WILSON TECH CC (1)	--	--	--	--	32.7	*32.7	--	6	83	0	88	7.7
BA												
ELIZABETH CITY STATE U (1)	53.9	44.4	40.8	41.3	44.3	*48.0	8.8	80	24	55	7	10.4
WINSTON-SALEM STATE U (1)	55.2	50.7	42.1	37.5	34.0	*48.1	--	127	50	52	19	10.3
BA+												
NORTH CAROLINA CENTRAL U (1)	67.2	52.2	44.3	38.2	39.0	*50.4	--	226	45	48	13	10.7
NORTH CAROLINA SCHL OF THE ARTS (1)	--	--	--	--	45.4	45.4	3.2	120	38	0	0	9.8
U OF NORTH CAROLINA AT ASHEVILLE (1)	61.1	48.8	36.4	40.5	31.7	*47.1	--	156	38	54	0	9.9

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U OF NORTH CAROLINA-PEMBROKE (1)	64.5	49.1	40.1	37.4	33.7	*49.3	3.8	139	34	54	3	10.4
U OF NORTH CAROLINA-WILMINGTON (1)	63.0	49.2	41.8	33.8	+	*49.6	--	351	36	63	8	10.4
DOCTORAL												
APPALACHIAN STATE U (1)	59.7	48.5	41.7	31.3	31.7	49.7	--	551	34	63	4	10.4
EAST CAROLINA U (1)	64.8	49.7	43.6	31.8	35.6	*48.4	--	691	35	53	14	10.2
FAYETTEVILLE STATE U (1)	59.9	48.8	46.0	35.0	39.6	*46.9	--	166	31	52	20	10.2
NORTH CAROLINA AGRL & TECH ST UNIV (1)	61.7	52.4	45.9	39.0	44.4	50.2	4.0	328	32	44	18	10.6
NORTH CAROLINA STATE U AT RALEIGH (1)	81.3	56.6	50.9	38.5	29.8	*59.3	--	895	25	63	26	11.8
U OF NORTH CAROLINA AT CHAPEL HILL (1)	83.2	59.4	48.9	37.9	61.8	69.4	3.4	888	31	73	27	13.2
U OF NORTH CAROLINA AT CHARLOTTE (1)	66.9	50.8	44.2	32.8	38.6	51.2	3.6	571	33	60	11	10.6
U OF NORTH CAROLINA AT GREENSBORO (1)	71.9	52.0	41.2	33.2	39.6	50.5	4.4	535	45	56	5	10.4
WESTERN CAROLINA U (1)	61.1	50.6	41.5	--	36.8	48.7	--	310	33	59	5	10.3
Independent Institutions												
AA												
CABARRUS C OF HLTH SCIENCES (1)	--	--	--	--	40.8	*40.8	--	11	91	0	15	6.4
LOUISBURG C (1)	34.3	28.4	28.9	--	--	*31.1	0.2	28	54	64	0	6.1
SAINT MARYS C (1)	+	34.6	27.0	27.7	--	*28.6	1.5	25	68	16	0	--
BA												
BARBER-SCOTIA C (1)	36.7	31.3	27.6	24.2	--	*30.7	0.2	29	21	0	0	--
BARTON C (1)	42.0	36.1	31.6	--	--	*35.1	--	77	53	35	0	7.8
BENNETT C (1)	40.8	41.4	37.1	29.1	--	*37.6	--	57	63	23	0	--
BREVARD C (1)	38.7	31.8	27.1	24.2	--	*30.2	--	52	42	37	4	6.4
CHOWAN C (1)	51.0	37.0	33.5	31.9	+	*36.1	--	56	46	43	14	7.2
DAVIDSON C (1)	70.1	49.9	41.4	--	--	*58.0	3.7	147	27	72	0	16.1
EAST COAST BIBLE C (1)	29.2	+	+	--	--	*29.2	-0.2	9	56	44	0	4.8
GREENSBORO C (1)	47.1	41.7	36.2	28.9	--	40.3	--	51	33	33	0	--
JOHN WESLEY C (1)	22.3	+	--	--	--	*22.3	--	5	0	0	0	1
JOHNSON C SMITH U (1)	46.8	36.6	33.9	--	--	*36.8	6.5	80	33	46	0	7.8
LEES-MCRAE C (1)	32.0	30.5	28.3	--	--	*30.1	2.6	29	28	3	6	6.9
MARS HILL C (1)	40.3	33.9	31.9	25.0	--	34.4	0.0	76	38	62	1	6.5
METHODIST C (1)	42.7	34.4	31.3	22.7	--	*35.0	--	83	43	42	5	7.0
MOUNT OLIVE C (1)	39.7	35.3	32.2	--	--	*35.1	4.1	29	52	0	15	--
MOUNT OLIVE C-NEW BERN CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTH CAROLINA WESLEYAN C (1)	41.4	35.5	32.8	--	--	*36.0	--	43	40	63	0	--
PEACE C (1)	42.2	37.8	+	--	--	*39.7	--	30	60	63	0	9.2
ROANOKE BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT ANDREWS PRESBYTERIAN C (1)	39.1	33.0	29.0	--	--	*31.9	--	34	32	47	0	--
SAINT AUGUSTINES C (1)	37.2	36.3	31.2	24.4	--	*31.6	--	82	44	9	10	6.3
SHAW U (1)	+	32.9	31.5	27.6	--	*30.5	10.9	57	40	2	32	5.7
BA+												
BELMONT ABBEY C (1)	36.0	32.0	30.8	--	--	*32.8	--	36	33	75	0	8.0
CATAWBA C (1)	42.6	39.6	30.4	23.3	--	38.3	--	60	40	73	10	9.2
ELON C (1)	55.7	46.9	38.4	31.8	--	*44.4	--	158	39	39	0	9.7
GARDNER-WEBB U (1)	41.5	37.4	34.2	30.8	--	*37.2	--	100	46	38	7	7.1
GUILFORD C (1)	49.9	42.5	34.4	--	--	*43.4	--	86	36	71	0	--
HIGH POINT U (1)	58.3	46.8	38.2	32.7	--	*44.3	--	103	33	43	0	--
LENOIR-RHYNE C (1)	40.8	37.4	32.6	27.1	--	*37.3	--	91	44	64	11	9.1
LIVINGSTONE C (3)	--	--	--	--	--	+	--	49	--	--	--	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
MEREDITH C (1)	49.4	42.3	34.8	34.3	- -	42.0	- -	103	69	48	0	7.7
MONTREAT C (1)	41.3	36.6	32.6	- -	- -	*35.4	- -	30	27	33	0	- -
PFEIFFER U (1)	40.0	34.0	29.5	27.7	- -	*33.6	- -	51	39	14	0	6.8
QUEENS C (1)	51.5	40.1	34.3	26.6	- -	39.5	4.0	65	54	49	0	9.0
SALEM C (1)	43.4	41.1	33.4	- -	- -	*38.2	- -	46	50	48	0	9.9
WARREN WILSON C (1)	- -	- -	- -	- -	34.7	34.7	4.6	49	35	0	0	8.7
WINGATE U (1)	42.2	36.3	32.7	27.8	- -	36.7	- -	80	40	0	2	9.3
DOCTORAL												
CAMPBELL U INC (1)	0.0	0.0	0.0	- -	- -	0.0	- -	94	31	37	29	- -
DUKE U (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
SOUTHEASTERN BAPTIST THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
WAKE FOREST U (1)	81.3	61.2	45.1	37.7	37.1	61.7	3.2	383	32	60	0	12.5

NORTH DAKOTA

Public Institutions

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AA												
BISMARCK STATE C (1)	- -	37.5	34.7	- -	- -	*35.9	- -	84	29	71	6	9.9
FORT BERTHOLD CC (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
LITTLE HOOP CC (3)	- -	- -	- -	- -	- -	+	- -	3	- -	- -	- -	- -
MINOT STATE U-BOTTINEAU CAMPUS (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
NORTH DAKOTA STATE C OF SCIENCE (1)	- -	36.5	33.1	29.7	- -	*33.7	- -	134	31	57	6	9.8
SITTING BULL C (1)	- -	- -	- -	- -	27.1	27.1	-2.3	10	40	0	0	7.3
TURTLE MOUNTAIN CC (1)	- -	- -	- -	- -	29.8	29.8	14.3	19	47	0	0	8.3
U OF NORTH DAKOTA-LAKE REGION (1)	+	+	35.5	26.9	- -	*30.1	-4.6	17	35	71	15	10.0
U OF NORTH DAKOTA-WILLISTON (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
BA												
DICKINSON STATE U (1)	45.2	39.8	33.6	29.0	- -	*36.9	4.5	70	29	50	1	9.8
MAYVILLE STATE U (1)	45.7	39.0	33.1	- -	- -	*38.0	-0.1	36	17	67	3	10.0
VALLEY CITY STATE U (1)	44.1	38.5	33.0	30.1	- -	*35.8	4.4	49	47	59	4	9.8
BA+												
MINOT STATE U (1)	51.3	41.5	36.7	31.1	- -	*38.8	4.7	163	34	55	7	10.2
DOCTORAL												
NORTH DAKOTA STATE U MAIN CAMPUS (1)	53.2	44.7	40.2	28.0	- -	*41.8	6.2	280	26	46	43	10.7
U OF NORTH DAKOTA-MAIN CAMPUS (1)	51.8	42.5	37.2	27.8	- -	*42.1	- -	397	37	58	13	10.8

Independent Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
UNITED TRIBES TECH C (1)	- -	- -	- -	- -	25.3	25.3	6.2	26	69	0	0	6.2
BA												
JAMESTOWN C (1)	40.4	34.2	30.3	23.5	- -	*33.1	- -	51	39	0	0	7.1
MEDCTR ONE C OF NURSING (1)	- -	41.5	36.3	- -	- -	*38.4	- -	11	100	0	0	5.6
TRINITY BIBLE C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BA+												
U OF MARY (1)	47.5	38.0	34.1	31.9	- -	*36.4	4.0	80	49	0	2	9.9

OHIO

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BELMONT TECH C (1)	--	--	--	--	34.9	34.9	0.3	36	53	0	0	8.6
BOWLING GREEN STATE U-FIRELANDS (1)	57.4	54.5	40.8	34.6	--	*45.2	--	36	25	50	0	16.0
CENTRAL OHIO TECH C (1)	--	--	--	--	33.1	33.1	-0.9	41	68	41	5	8.4
CINCINNATI STATE TECH & CC (2)	--	--	--	--	--	--	--	--	--	--	--	--
CLARK STATE CC (1)	45.7	37.7	32.9	31.0	--	*36.6	--	51	63	0	0	9.8
COLUMBUS STATE CC (1)	52.3	43.8	35.1	29.6	--	39.4	4.3	204	43	63	0	5.8
CUYAHOGA CC DISTRICT (1)	63.7	58.9	49.7	39.8	--	53.2	4.6	384	49	78	0	11.9
EDISON STATE CC (1)	46.2	37.5	33.6	--	--	*38.6	4.3	38	45	0	0	--
HOCKING TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
JEFFERSON CC (1)	47.4	42.6	39.1	32.2	--	*40.6	2.0	39	62	0	0	11.2
KENT STATE U-ASHTABULA REGIONAL CAMPUS (1)	+	+	40.4	--	--	*40.4	5.6	21	29	67	0	12.0
KENT STATE U-EAST LIVERPOOL REGNL CAMPUS (1)	--	50.4	34.5	--	--	36.6	--	23	57	30	0	9.9
KENT STATE U-GEAUGA CAMPUS (1)	--	+	36.5	--	--	*36.5	--	7	29	43	0	--
KENT STATE U-SALEM REGIONAL CAMPUS (1)	+	46.2	37.9	40.4	--	*40.9	--	18	39	83	5	11.4
KENT STATE U-STARK CAMPUS (1)	+	50.7	38.1	--	--	*42.0	--	53	32	53	5	11.3
KENT STATE U-TRUMBULL REGIONAL CAMPUS (1)	+	54.0	36.2	--	--	*40.9	1.8	52	25	62	2	11.0
KENT STATE U-TUSCARAWS REGIONAL CAMPUS (1)	+	51.7	39.5	--	--	*44.2	4.9	21	33	71	0	12.0
LAKELAND CC (1)	62.8	56.5	45.7	40.4	--	53.7	3.3	116	47	76	0	13.7
LIMA TECH C (1)	49.0	41.6	36.3	34.3	--	*38.4	--	65	58	0	18	9.0
LORAIN COUNTY CC (1)	62.3	54.6	43.5	36.3	--	49.1	-0.3	92	49	70	0	11.1
MARION TECH C (3)	--	--	--	--	--	+	--	33	--	--	--	--
MIAMI U-HAMILTON (1)	67.8	51.6	41.7	27.3	--	*47.4	--	55	44	65	0	13.9
MIAMI U-MIDDLETOWN (1)	66.6	52.2	42.5	28.9	--	*46.2	--	56	55	64	0	13.5
MUSKINGUM AREA TECH C (1)	49.3	42.7	34.7	33.4	--	*37.1	--	47	49	0	0	10.3
NORTH CENTRAL TECH C (1)	44.3	38.9	35.4	31.9	--	*37.6	--	50	52	0	30	11.5
NORTHWEST STATE CC (1)	--	--	--	--	36.6	36.6	9.2	41	56	90	0	13.4
OHIO STATE U AGRL TECH INST (1)	--	50.1	42.8	41.7	--	*47.0	2.4	18	17	94	50	11.1
OWENS CC (1)	51.4	42.5	36.7	31.7	--	39.2	2.7	137	47	72	1	14.7
OWENS CC-FINDLAY CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
PORTAGE LAKES CAREER CTR (2)	--	--	--	--	--	--	--	--	--	--	--	--
SINCLAIR CC (1)	54.1	41.0	35.0	27.5	--	*44.6	--	345	52	68	1	11.1
SOUTHERN STATE CC (1)	+	44.2	36.9	28.0	--	*37.3	0.4	32	50	0	20	10.7
STARK STATE C OF TECHNOLOGY (1)	--	40.1	35.0	30.4	--	35.7	4.4	91	51	0	16	13.8
TERRA STATE CC (1)	48.3	43.4	41.6	--	--	*44.0	--	47	36	81	0	10.4
U OF AKRON-WAYNE C (1)	+	51.3	37.8	--	--	*47.3	6.4	24	50	71	11	13.4
U OF CINCINNATI-CLERMONT C (1)	54.9	42.9	33.3	27.4	--	*37.4	0.6	34	62	44	3	10.1
U OF CINCINNATI-RAYMOND WALTERS C (1)	58.0	45.9	34.7	30.6	--	45.5	--	95	63	83	0	12.2
WASHINGTON STATE CC (1)	+	33.0	27.0	--	--	*31.5	1.3	44	57	0	20	9.3
WRIGHT STATE U-LAKE CAMPUS (1)	--	49.7	42.2	--	--	*46.5	--	16	13	81	11	11.6
BA												
OHIO U-CHILLICOTHE BRANCH (1)	57.7	47.3	38.8	36.0	--	*42.5	--	30	40	57	0	13.1
OHIO U-EASTERN CAMPUS (1)	+	+	43.8	--	--	*43.8	-0.4	15	20	47	0	13.3
OHIO U-ZANESVILLE BRANCH (1)	+	52.0	40.0	--	--	*46.7	4.8	28	39	82	0	13.9
SHAWNEE STATE U (1)	56.7	48.8	39.6	28.7	--	43.8	--	112	40	52	8	12.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
CENTRAL STATE U (1)	50.6	44.0	37.9	34.8	--	*42.0	--	75	25	100	0	13.9
OHIO STATE U-LIMA CAMPUS (1)	60.5	50.3	37.8	--	--	*45.4	--	36	28	58	5	10.9
OHIO STATE U-MANSFIELD CAMPUS (1)	+	46.8	41.7	--	--	*44.6	--	36	25	69	16	10.8
OHIO STATE U-MARION CAMPUS (1)	63.2	43.9	36.4	--	--	*45.5	--	27	30	74	0	10.8
OHIO STATE U-NEWARK CAMPUS (1)	65.8	46.5	39.6	--	--	*45.5	4.2	37	27	62	5	11.1
OHIO U-LANCASTER BRANCH (1)	+	50.5	39.1	--	--	*46.8	--	29	28	79	0	13.8
OHIO U-SOUTHERN CAMPUS (1)	--	--	--	--	35.4	*35.4	--	5	60	0	0	12.2
DOCTORAL												
AIR FORCE INST OF TECHNOLOGY (2)	--	--	--	--	--	--	--	--	--	--	--	--
BOWLING GREEN STATE U-MAIN CAMPUS (1)	67.2	52.3	42.7	30.7	--	50.5	-0.2	609	35	60	6	17.8
CLEVELAND STATE U (1)	66.7	51.0	42.0	32.7	32.7	53.4	--	493	30	74	4	11.9
KENT STATE U-MAIN CAMPUS (1)	71.4	52.5	42.2	--	--	*55.1	--	605	36	71	9	14.3
MED C OF OHIO (1)	--	+	43.9	36.9	--	*41.7	--	28	100	4	92	14.0
MIAMI U-OXFORD (1)	71.3	53.5	42.3	28.7	--	*55.6	--	750	31	69	0	16.2
OHIO STATE U-MAIN CAMPUS (1)	83.0	56.0	47.6	34.7	--	64.9	--	1,514	27	79	23	14.0
OHIO U-MAIN CAMPUS (1)	74.3	55.3	44.5	35.5	--	*57.7	2.7	723	29	71	0	15.3
U OF AKRON MAIN CAMPUS (1)	64.5	51.0	42.2	37.5	--	52.9	3.3	647	37	67	5	13.6
U OF CINCINNATI-MAIN CAMPUS (1)	74.5	54.9	44.6	35.2	--	*61.2	--	1,092	28	78	3	16.4
U OF TOLEDO (1)	67.9	49.3	41.3	36.8	--	54.4	1.0	524	30	76	11	14.8
WRIGHT STATE U-MAIN CAMPUS (1)	71.7	53.6	42.9	30.1	--	52.4	5.2	400	34	64	17	12.3
YOUNGSTOWN STATE U (1)	64.4	49.1	39.8	33.8	--	52.3	6.9	418	32	71	0	14.2
Independent Institutions												
AA												
CHATFIELD C (1)	--	--	--	--	--	--	--	0	--	--	100	--
CHRIST HOSP SCHL OF NURSING (3)	--	--	--	--	--	--	--	--	--	--	--	--
FAIRVIEW HOSP SCHL OF NURSING (3)	--	--	--	--	--	--	--	--	--	--	--	--
KETTERING C MED ARTS (1)	40.8	38.1	+	24.7	--	*35.9	1.8	15	93	0	63	--
MERCY C OF NORTHWEST OHIO (1)	+	+	+	34.9	--	*34.9	--	17	88	0	39	--
MERIDIA HURON SCHL OF NURSING (3)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWESTERN C (2)	--	--	--	--	--	--	--	--	--	--	--	--
TRINITY HLTH SYSTEM SCHL OF NURSING (3)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
CAPITAL U-CLEVELAND CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
CAPITAL U-DAYTON CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
CEDARVILLE C (1)	50.1	42.8	36.8	30.5	--	*42.2	--	148	26	49	5	12.2
CINCINNATI C OF MORTUARY SCIENCE (1)	--	--	--	--	--	--	--	0	--	--	100	--
CIRCLEVILLE BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
CLEVELAND INST OF ART (1)	--	--	--	--	--	--	--	0	--	--	100	--
COLLEGE OF WOOSTER (1)	60.3	43.9	38.0	--	--	*48.5	2.0	128	38	66	0	12.2
COLUMBUS C OF ART & DESIGN (1)	42.7	33.2	28.7	26.3	--	*32.6	--	60	30	0	10	8.5
DAVID N MYERS C (2)	--	--	--	--	--	--	--	--	--	--	--	--
DENISON U (1)	64.2	46.4	39.2	--	--	*50.2	--	149	38	62	0	15.1
GODS BIBLE SCHL & C (1)	+	+	9.5	7.9	--	*8.7	10.8	11	36	0	21	1.6
HIRAM C (1)	52.4	39.7	34.1	--	--	44.2	--	68	44	79	0	12.0
KENYON C (1)	67.4	47.4	40.5	--	--	*53.8	--	127	35	76	0	13.4
LOURDES C (1)	40.3	32.3	32.5	30.8	--	*32.9	--	50	78	0	7	8.5
MOUNT CARMEL C OF NURSING (1)	--	+	44.4	39.6	--	*41.4	--	22	95	0	0	9.5
MOUNT UNION C (1)	55.0	44.4	37.1	32.3	--	43.3	2.7	95	34	60	3	10.0

	Prof ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
OHIO DOMINICAN C (1)	52.9	43.4	36.1	27.5	--	*42.9	--	54	56	69	0	9.7
OHIO NORTHERN U (1)	67.8	48.8	42.3	38.4	--	*54.9	--	185	29	65	0	13.8
OHIO WESLEYAN U (1)	56.6	40.5	37.2	--	--	*49.0	--	122	30	80	0	17.4
URBANA U (1)	36.3	29.1	27.9	--	--	*30.6	2.5	32	28	72	0	7.9
WILBERFORCE U (2)	--	--	--	--	--	--	--	--	--	--	--	--
WILMINGTON C (1)	45.2	38.5	33.6	--	--	*37.8	--	58	29	57	0	10.0
WITTENBERG U (1)	54.5	43.6	35.7	--	--	*47.1	--	127	34	85	0	12.7
BA+												
ANTIOCH C (1)	--	+	+	--	--	+	--	3	33	0	94	10.4
ART ACAD OF CINCINNATI (1)	39.0	28.8	+	--	+	*35.3	--	17	41	0	0	7.7
ATHENAEUM OF OHIO (1)	+	--	--	--	--	+	--	1	100	0	0	4.5
BALDWIN-WALLACE C (1)	59.5	47.2	39.4	--	--	51.7	3.3	147	28	76	6	14.1
BLUFFTON C (1)	44.4	36.6	31.5	--	--	*36.6	--	64	42	53	2	9.7
CAPITAL U (1)	66.0	44.6	35.5	26.8	--	48.4	1.1	149	46	61	15	13.1
CINCINNATI BIBLE C & SEM (1)	+	--	+	--	--	+	-1.2	3	33	0	88	--
COLLEGE OF MOUNT SAINT JOSEPH (1)	52.8	43.1	36.2	29.9	--	39.1	--	102	61	41	0	8.4
DEFIANCE C (1)	39.0	33.5	33.1	--	--	*34.8	--	39	36	62	0	7.3
FRANCISCAN U OF STEUBENVILLE (1)	48.1	40.8	33.2	--	--	*40.5	--	90	27	53	0	13.2
FRANKLIN U (1)	--	--	--	--	+	+	--	2	100	0	95	5.6
HEIDELBERG C (1)	45.6	39.0	35.6	29.1	--	*39.4	--	65	34	58	0	--
JOHN CARROLL U (1)	67.9	54.2	42.9	33.9	37.6	52.3	4.1	222	31	67	0	11.1
LAKE ERIE C (1)	36.8	31.7	30.7	25.3	--	*30.8	--	22	50	45	19	7.7
MALONE C (1)	47.2	39.5	35.0	27.1	--	*38.1	--	89	48	45	0	11.0
MARIETTA C (1)	51.7	42.0	34.0	--	--	*44.1	--	71	27	70	0	11.4
METHODIST THEOL SCHL-OHIO (1)	48.1	+	33.3	--	--	*45.5	--	20	35	70	0	9.0
MOUNT VERNON NAZARENE C (1)	42.4	37.9	34.3	--	--	37.9	-0.1	63	30	0	5	11.3
MUSKINGUM C (1)	51.3	41.0	34.8	--	--	*41.1	0.5	77	32	68	0	11.4
NOTRE DAME C OF OHIO (1)	35.4	32.1	28.2	--	--	30.7	1.4	34	74	0	0	5.2
OBERLIN C (1)	71.0	55.4	44.6	38.4	--	60.3	--	241	30	72	0	18.2
OTTERBEIN C (1)	53.3	44.6	37.3	--	--	44.5	5.0	125	47	45	0	12.8
PONTIFICAL C JOSEPHINUM (1)	27.3	30.0	19.4	--	--	*25.4	-1.9	14	21	0	0	6.5
THE MCGREGOR SCHL OF ANTIOCH U (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE U OF FINDLAY (1)	48.2	42.1	37.3	30.8	--	39.2	4.2	109	40	50	13	8.1
TIFFIN U (1)	57.1	43.1	38.6	--	--	*44.6	--	29	38	0	0	9.1
TRINITY LUTHERAN SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF RIO GRANDE (1)	50.2	42.0	37.3	21.8	--	*42.5	--	84	35	81	0	8.5
URSULINE C (2)	--	--	--	--	--	--	--	--	--	--	--	--
WALSH U (1)	44.2	37.4	31.2	--	--	*37.4	--	48	50	54	9	--
WINEBRENNER THEOL SEM (1)	51.3	+	--	--	--	*51.3	21.0	6	33	67	0	--
XAVIER U (1)	62.9	52.4	42.4	34.0	--	50.5	5.3	228	42	65	0	12.3
DOCTORAL												
ASHLAND U (1)	56.9	47.1	37.0	--	--	46.6	4.7	175	38	60	9	8.6
CASE WESTERN RESERVE U (1)	83.5	61.7	51.4	38.2	--	*69.9	--	453	27	73	15	16.1
CLEVELAND INST OF MUSIC (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEBREW UNION C-JEWISH INST OF RELIGION (1)	--	--	--	--	--	--	--	0	--	--	100	--
RABBINICAL C TELSHE (1)	--	--	--	--	19.3	19.3	11.6	10	0	100	0	--
THE UNION INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
UNITED THEOL SEM (3)	--	--	--	--	--	--	--	--	--	--	--	--
U OF DAYTON (1)	66.1	51.9	41.1	--	--	*53.3	2.7	357	22	71	11	13.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
OKLAHOMA												
Public Institutions												
AA												
CARL ALBERT STATE C (1)	--	--	--	--	33.9	33.9	2.9	25	52	0	31	8.0
CONNORS STATE C (2)	--	--	--	--	--	--	--	--	--	--	--	--
EASTERN OKLAHOMA STATE C (1)	--	--	--	--	35.9	35.9	6.1	44	57	68	0	8.1
MURRAY STATE C (1)	+	--	32.3	33.3	--	*33.1	--	38	47	55	16	5.4
NORTHEASTERN OKLAHOMA AGRL & MECH C (1)	--	--	--	--	32.3	32.3	-1.5	84	46	75	6	7.7
NORTHERN OKLAHOMA C (1)	--	--	--	--	36.1	36.1	-9.9	52	56	46	5	8.4
OKLAHOMA CITY CC (1)	--	--	--	--	39.1	39.1	1.5	103	49	0	4	10.8
OKLAHOMA STATE U-OKLAHOMA CITY (3)	--	--	--	--	--	+	--	37	--	--	--	--
OKLAHOMA STATE U-OKMULGEE (1)	--	--	--	--	27.7	27.7	9.2	81	27	0	39	6.6
REDLANDS CC (1)	--	--	--	--	33.5	33.5	--	22	64	41	15	10.1
ROGERS U-CLAREMORE (2)	--	--	--	--	--	--	--	--	--	--	--	--
ROSE STATE C (1)	38.4	--	--	--	--	38.4	3.8	124	56	77	13	10.0
SEMINOLE STATE C (3)	--	--	--	--	--	+	--	39	--	--	--	--
TULSA CC (1)	--	--	43.7	37.4	--	42.4	6.5	218	60	0	11	10.6
WESTERN OKLAHOMA STATE C (1)	--	--	--	--	33.8	33.8	-0.6	35	40	57	17	6.3
BA												
OKLAHOMA PANHANDLE STATE U (3)	--	--	--	--	--	+	--	41	--	--	--	--
U OF SCIENCE & ARTS OF OKLAHOMA (1)	43.2	37.1	33.1	29.3	--	*35.3	--	48	40	48	13	9.8
BA+												
CAMERON U (1)	51.9	42.3	36.3	29.5	+	*41.7	--	162	33	60	5	10.9
EAST CENTRAL U (1)	50.1	44.0	38.4	33.4	--	41.7	2.8	155	34	52	1	11.0
LANGSTON U (1)	42.3	41.6	33.2	32.5	+	*35.7	--	73	42	21	34	8.2
NORTHEASTERN STATE U (1)	50.0	41.5	39.5	33.5	--	41.4	--	248	31	48	9	11.4
NORTHWESTERN OKLAHOMA STATE U (1)	46.4	40.6	36.4	29.3	--	37.0	--	72	50	33	11	8.0
SOUTHEASTERN OKLAHOMA STATE U (1)	51.7	44.7	39.1	30.8	--	40.4	--	145	35	40	2	8.5
SOUTHWESTERN OKLAHOMA STATE U (1)	51.2	46.2	38.6	31.0	--	41.4	3.3	198	35	56	4	13.4
U OF CENTRAL OKLAHOMA (1)	55.7	49.0	43.6	35.4	--	47.5	6.8	379	42	67	0	9.9
DOCTORAL												
OKLAHOMA STATE U-MAIN CAMPUS (1)	65.2	48.8	42.2	30.8	--	52.6	2.7	608	25	75	33	11.4
U OF OKLAHOMA HLTH SCIENCES CTR (1)	+	45.0	40.0	--	--	*40.9	--	19	100	5	93	11.7
U OF OKLAHOMA NORMAN CAMPUS (1)	70.2	48.6	40.1	23.7	--	51.9	4.8	725	24	62	13	14.5
Independent Institutions												
AA												
BACONE C (1)	+	25.7	26.6	23.5	--	*25.3	--	18	89	0	18	6.2
BA												
BARTLESVILLE WESLEYAN C (1)	--	--	--	--	32.9	32.9	6.5	31	35	[illegible]	6	--
HILLSDALE FREE WILL BAPTIST C (1)	--	--	--	--	18.5	18.5	-16	9	56	0	0	7.1
SAINT GREGORYS U (1)	+	--	+	28.0	--	*28.0	2.0	20	40	30	0	4.3
BA+												
OKLAHOMA BAPTIST U (1)	53.8	47.1	41.2	--	--	*46.9	31.2	103	41	67	2	8.9
OKLAHOMA CHRISTIAN U OF SCIENCE & ARTS (1)	47.8	39.2	33.3	25.2	--	*41.1	--	70	21	51	0	8.0
PHILLIPS U (1)	35.8	34.8	27.9	--	--	*31.6	--	34	29	47	8	4.1
SOUTHERN NAZARENE U (1)	37.3	32.4	30.4	--	--	*33.6	--	56	46	11	15	11.0
DOCTORAL												
OKLAHOMA CITY U (1)	56.7	45.6	39.7	33.0	39.2	46.9	7.3	170	39	52	1	8.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
ORAL ROBERTS U (1)	55.1	31.6	28.8	25.5	- -	31.7	3.6	139	35	16	14	3.8
U OF TULSA (1)	72.8	49.8	41.1	30.8	43.1	*52.6	- -	292	30	60	3	12.9
OREGON												
Public Institutions												
AA												
BLUE MOUNTAIN CC (1)	- -	- -	- -	- -	46.1	46.1	2.8	71	42	86	5	15.5
CENTRAL OREGON CC (1)	53.1	46.0	38.9	33.6	- -	43.7	4.1	82	40	68	0	15.1
CHEMEKETA CC (1)	- -	- -	- -	- -	46.2	46.2	-0.2	191	50	0	5	16.2
CLACKAMAS CC (1)	- -	- -	- -	- -	40.3	40.3	-9.6	135	42	83	0	13.2
CLATSOP CC (1)	- -	- -	- -	- -	38.9	38.9	-1.2	37	41	81	0	12.2
COLUMBIA GORGE CC (1)	- -	- -	- -	- -	40.4	40.4	- -	6	50	0	0	11.1
LANE CC (1)	- -	- -	- -	- -	43.0	43.0	8.2	266	53	0	0	16.1
LINN-BENTON CC (1)	- -	- -	- -	- -	41.2	41.2	6.6	172	52	0	0	10.6
MT HOOD CC (1)	- -	- -	- -	- -	45.3	45.3	-5.3	147	40	75	8	15.1
OREGON COAST CC (1)	- -	- -	- -	- -	+	+	- -	3	33	0	0	14.0
PORTLAND CC (1)	- -	- -	- -	- -	48.7	48.7	7.0	398	53	75	0	13.0
ROGUE CC (1)	- -	- -	- -	- -	42.2	42.2	-3.7	94	53	62	0	13.0
SOUTHWESTERN OREGON CC (1)	44.0	42.1	35.8	32.6	30.0	*36.7	- -	58	52	50	18	10.8
TILLAMOOK BAY CC (1)	- -	- -	- -	- -	+	+	- -	3	33	0	40	12.3
TREASURE VALLEY CC (1)	- -	- -	- -	- -	42.5	42.5	5.2	50	38	68	4	13.2
UMPQUA CC (1)	- -	- -	- -	- -	44.1	44.1	3.4	62	52	0	0	16.3
BA+												
EASTERN OREGON U (1)	48.9	36.9	33.8	- -	- -	*40.1	- -	66	32	62	3	11.5
OREGON INST OF TECHNOLOGY (1)	51.3	46.1	41.5	32.0	- -	*45.8	- -	98	24	66	8	11.4
SOUTHERN OREGON U (1)	46.2	38.9	34.3	30.0	- -	*39.5	- -	161	37	52	5	12.3
WESTERN OREGON U (1)	45.6	38.4	33.4	24.6	- -	36.0	3.0	155	39	48	4	10.6
DOCTORAL												
OREGON HLTH SCIENCES U (1)	+	35.8	34.5	- -	- -	*34.9	-5.1	25	92	36	97	9.3
OREGON STATE U (1)	63.0	49.4	43.2	31.3	+	*51.2	5.9	408	30	70	31	27.8
PORTLAND STATE U (1)	59.2	45.6	40.1	33.6	- -	50.0	- -	422	36	68	10	12.8
U OF OREGON (1)	64.4	48.3	42.4	31.2	+	*50.7	- -	631	34	65	8	13.2
Independent Institutions												
BA												
EUGENE BIBLE C (1)	- -	- -	- -	- -	+	+	- -	1	100	0	88	3.2
PACIFIC NORTHWEST C OF ART (1)	34.9	31.8	+	- -	- -	*33.7	4.5	13	31	77	0	- -
WESTERN BAPTIST C (1)	44.0	36.7	31.0	27.0	- -	*32.5	6.0	25	28	0	0	10.6
BA+												
CONCORDIA U (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
LEWIS & CLARK C (1)	73.3	52.1	39.4	38.7	+	*55.8	- -	181	40	56	0	14.5
LINFIELD C (1)	47.6	40.2	33.6	24.5	- -	*41.6	- -	129	40	72	4	19.0
MULTNOMAH BIBLE C & BIBLICAL SEM (1)	40.5	43.2	37.4	- -	- -	*40.1	16.5	23	17	0	0	- -
NORTHWEST CHRISTIAN C (1)	+	32.8	30.7	- -	- -	*32.3	- -	15	20	0	6	14.8
REED C (1)	69.2	50.8	43.3	- -	- -	57.7	- -	104	32	71	0	13.8
U OF PORTLAND (1)	61.1	50.1	39.4	28.8	- -	*48.6	- -	136	26	67	3	13.6
WARNER PACIFIC C (1)	39.2	32.4	25.8	- -	- -	*30.7	- -	36	39	0	0	10.5
WILLAMETTE U (1)	66.6	49.6	39.9	36.3	- -	56.4	- -	168	35	64	0	16.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
DOCTORAL												
GEORGE FOX U (1)	51.2	45.0	39.8	- -	- -	*43.9	4.7	89	27	21	18	11.7
OREGON GRAD INST OF SCIENCE & TECHN (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
PACIFIC U (1)	65.6	46.4	37.6	- -	- -	*48.9	- -	109	48	58	13	10.5
WESTERN SEM (1)	39.0	38.6	36.5	- -	- -	*38.1	-0.1	16	19	0	27	- -

PENNSYLVANIA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BUCKS COUNTY CC (1)	56.9	38.0	- -	- -	- -	*54.9	- -	147	41	88	3	16.2
BUTLER COUNTY CC (1)	50.8	42.4	35.7	32.5	- -	*42.7	- -	58	45	81	0	9.4
CC OF ALLEGHENY COUNTY PITTSBURGH (1)	51.2	41.4	41.5	- -	- -	48.0	2.7	303	46	94	3	14.1
CC OF BEAVER COUNTY (1)	51.8	46.3	36.5	- -	- -	*48.4	3.7	42	50	95	0	14.6
CC OF PHILADELPHIA (1)	60.2	56.2	46.8	32.7	- -	51.5	0.2	331	46	82	13	16.7
DELAWARE COUNTY CC (1)	68.2	59.7	55.7	- -	- -	63.8	2.9	108	45	97	0	18.9
HARRISBURG AREA CC-HARRISBURG (1)	62.7	45.5	38.5	34.0	- -	53.3	2.8	128	39	85	9	15.5
HARRISBURG AREA CC-LANCASTER (1)	- -	- -	+	33.4	- -	*33.4	- -	8	50	38	27	11.8
HARRISBURG AREA CC-LEBANON (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
INDIANA U OF PENNSYLVANIA-ARMSTRONG (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
INDIANA U OF PENNSYLVANIA-PUNXSUTAWNEY (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
LEHIGH CARBON CC (1)	56.1	48.9	41.3	34.4	- -	*48.0	- -	73	59	86	0	12.3
LUZERNE COUNTY CC (1)	60.2	45.7	36.5	38.5	- -	*45.1	- -	101	45	0	31	13.7
MONTGOMERY COUNTY CC (1)	64.7	56.0	44.6	35.8	- -	*55.8	- -	136	49	86	0	18.9
NORTHAMPTON COUNTY AREA CC (1)	58.9	46.7	39.8	- -	- -	51.9	- -	69	48	84	3	14.4
READING AREA CC (1)	43.5	36.4	36.2	34.0	- -	*40.6	0.8	52	73	0	4	14.3
THADDEUS STEVENS STATE SCHL OF TECHN (1)	- -	- -	- -	- -	40.9	40.9	-11	43	9	81	0	10.7
U OF PITTSBURGH-TITUSVILLE (1)	- -	37.9	32.0	- -	- -	*35.1	- -	19	37	37	17	9.0
WESTMORELAND COUNTY CC (1)	56.7	47.8	37.7	32.1	- -	*43.8	- -	82	45	0	0	11.5
BA												
CLARION U OF PENN-VENANGO CAMPUS (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
PENNSYLVANIA C OF TECHNOLOGY (1)	60.9	54.7	49.3	45.9	- -	*50.9	- -	225	25	83	1	13.5
PENN STATE UNIV-LEHIGH VLY BERKS-LEHIGH (1)	+	45.3	+	33.4	- -	*41.4	2.6	17	47	71	19	14.3
PENN STATE UNIV-SCHUYLKILL-CAPITAL C (1)	57.8	52.2	43.7	40.7	- -	*47.3	16.6	27	22	59	21	11.6
PENNSYLVANIA STATE U-ABINGTON C (1)	62.1	49.7	40.4	30.6	- -	*42.2	- -	88	39	56	0	10.9
PENNSYLVANIA STATE U-ALTOONA C (1)	61.2	47.5	40.8	35.6	- -	*41.9	- -	101	32	49	1	11.2
PENNSYLVANIA STATE U-BEAVER (1)	+	52.5	43.3	32.7	- -	*43.8	2.2	30	23	60	12	12.0
PENNSYLVANIA STATE U-BERKS-LEHIGH VALLEY (1)	+	50.6	41.8	39.0	- -	*42.7	2.0	52	38	38	7	11.1
PENNSYLVANIA STATE U-DELAWARE (1)	62.7	51.8	40.2	- -	- -	*49.4	6.3	47	40	70	4	11.6
PENNSYLVANIA STATE U-DU BOIS (1)	50.9	48.1	39.1	39.9	- -	41.9	5.0	41	29	41	7	10.5
PENNSYLVANIA STATE U-FAYETTE (1)	+	51.7	38.4	32.2	- -	*40.2	1.6	45	31	38	2	10.3
PENNSYLVANIA STATE U-HAZLETON (1)	58.7	48.7	40.2	32.4	- -	*41.1	- -	50	34	50	6	10.6
PENNSYLVANIA STATE U-MCKEESPORT (1)	55.9	48.6	42.2	36.7	- -	*44.4	- -	33	33	64	3	- -
PENNSYLVANIA STATE U-MONT ALTO CAMPUS (1)	55.6	46.9	40.9	34.5	- -	*38.6	- -	49	55	33	8	10.7
PENNSYLVANIA STATE U-NEW KENSINGTON (1)	+	49.9	42.8	37.7	- -	*44.2	- -	36	36	67	8	12.2
PENNSYLVANIA STATE U-SHENANGO (1)	+	49.7	42.7	39.7	- -	*42.7	2.8	27	33	48	10	12.1
PENNSYLVANIA STATE U-WILKES-BARRE (1)	+	51.3	44.1	38.4	- -	*44.2	- -	33	9	42	3	11.6
PENN STATE U-WORTHINGTON SCRANTON (1)	+	50.2	43.1	41.3	- -	*44.7	- -	44	30	52	14	11.9
PENNSYLVANIA STATE U-YORK (1)	+	48.1	44.7	36.8	- -	*44.4	5.8	41	29	59	21	11.3

	Prof ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
U OF PITTSBURGH-BRADFORD (1)	55.3	44.2	35.9	29.3	--	*41.0	--	57	40	51	8	10.0
U OF PITTSBURGH-GREENSBURG (1)	52.6	42.8	34.4	27.1	+	*39.7	--	52	40	58	7	9.6
U OF PITTSBURGH-JOHNSTOWN (1)	58.3	46.2	33.6	32.4	+	*43.3	1.8	117	27	67	8	10.4
BA+												
BLOOMSBURG U OF PENNSYLVANIA (1)	73.8	59.3	46.0	39.6	--	*59.8	--	337	34	78	0	15.7
CALIFORNIA U OF PENNSYLVANIA (1)	73.9	59.5	48.1	30.4	--	60.3	-0.8	293	31	76	2	14.5
CHEYNEY U OF PENNSYLVANIA (1)	74.7	60.6	46.9	35.6	--	58.4	--	86	41	65	0	18.1
CLARION U OF PENNSYLVANIA (1)	74.0	59.0	44.3	32.4	--	57.6	2.6	291	37	74	1	16.5
EAST STROUDSBURG U OF PENNSYLVANIA (1)	74.1	59.7	45.6	31.6	--	60.6	1.7	227	35	82	0	15.3
EDINBORO U OF PENNSYLVANIA (1)	74.4	57.4	46.6	24.1	--	53.7	-1.5	383	38	68	0	12.7
KUTZTOWN U OF PENNSYLVANIA (1)	74.1	59.8	44.6	32.8	--	56.7	1.3	406	40	72	0	16.5
LINCOLN U (1)	57.6	44.5	34.9	31.1	+	*42.1	--	89	39	52	0	15.3
LOCK HAVEN U OF PENNSYLVANIA (1)	74.2	60.4	46.0	36.0	--	55.3	-0.2	197	39	73	0	14.0
LOCK HAVEN U-CLEARFIELD CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
MANSFIELD U OF PENNSYLVANIA (1)	73.9	58.5	47.5	34.8	--	59.4	4.3	168	33	76	0	17.4
MILLERSVILLE U OF PENNSYLVANIA (1)	74.2	59.8	44.8	31.9	--	59.7	1.2	300	38	76	0	17.2
PENNSYLVANIA STATE U-ERIE BEHREND C (1)	66.5	60.9	48.8	37.6	--	*48.6	--	137	24	34	4	12.2
SHIPPENSBURG U OF PENNSYLVANIA (1)	74.9	60.6	46.1	--	--	*61.3	--	296	32	70	0	17.4
WEST CHESTER U OF PENNSYLVANIA (1)	73.9	59.3	47.9	39.8	--	*60.3	--	463	39	83	0	14.7
DOCTORAL												
INDIANA U OF PENNSYLVANIA (1)	74.2	59.6	46.5	34.4	--	58.4	0.0	692	39	69	0	16.3
PENNS STATE UNIV-HARRISBURG CAPITAL C (1)	73.6	58.6	48.0	38.6	--	*54.4	--	129	29	57	7	13.2
PENNSYLVANIA STATE U-GREAT VALLEY (1)	+	63.1	51.4	--	--	*55.1	2.1	27	41	19	0	13.1
PENNSYLVANIA STATE U-MAIN CAMPUS (1)	82.9	56.1	46.5	32.1	36.0	61.0	--	1,598	27	62	15	13.6
SLIPPERY ROCK U OF PENNSYLVANIA (1)	73.9	59.1	47.4	34.9	--	57.6	0.0	369	41	72	1	13.1
TEMPLE U (1)	86.2	65.1	47.0	39.1	--	69.6	3.1	1,031	33	74	5	14.7
U OF PITTSBURGH-MAIN CAMPUS (1)	81.9	55.9	46.3	36.0	--	63.0	2.7	793	30	74	39	14.4
Independent Institutions												
AA												
ALBERT EINSTEIN MED CTR (2)	--	--	--	--	--	--	--	--	--	--	--	--
BEREAN INST (3)	--	--	--	--	--	+	--	12	--	--	--	--
CROZER-CHESTER MED CTR-ALLIED HLTH PROG (1)	--	--	--	--	--	--	--	0	--	--	100	--
ELECTRONIC INST-MIDDLETOWN (1)	--	--	--	--	--	--	--	0	--	--	100	--
ELECTRONIC INSTS (1)	--	--	--	--	--	--	--	0	--	--	100	--
FRANKFORD HOSP SCHL OF NURSING (2)	--	--	--	--	--	--	--	--	--	--	--	--
HARCUM C (1)	+	32.6	28.2	--	+	*30.4	2.5	23	78	48	39	8.2
JAMESON MEMORIAL HOSP (3)	--	--	--	--	--	--	--	--	--	--	--	--
JOHNSON TECH INST (1)	--	--	--	--	34.0	34.0	--	20	15	0	0	8.8
KEYSTONE C (1)	34.9	30.4	+	31.8	--	*32.6	-5.8	32	59	72	0	11.6
LACKAWANNA JR C (1)	33.1	28.7	26.2	--	+	*29.3	-1.0	14	50	86	0	9.4
MANOR JR C (1)	33.7	26.8	25.4	--	--	*28.0	-0.0	17	82	0	23	--
PEIRCE C (1)	44.4	36.0	31.5	--	--	*37.3	-0.3	23	57	0	0	8.6
PENNSYLVANIA INST OF TECHNOLOGY (1)	--	--	--	--	32.9	32.9	28.7	15	33	0	0	6.2
PITTSBURGH INST OF AERONAUTICS (1)	--	--	--	--	--	--	--	0	--	--	100	--
PITTSBURGH INST OF MORTUARY SCIENCE INC (1)	--	--	--	--	--	--	--	0	--	--	100	--
REMINGTON EDUCATION CTR-VALE CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE WILLIAMSON FREE SCHL OF MECH TRADES (3)	--	--	--	--	--	+	--	10	--	--	--	--
VALLEY FORGE MILITARY C (1)	45.8	37.9	34.0	--	--	*39.1	2.6	13	38	0	0	10.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA												
ALBRIGHT C (1)	51.0	43.6	34.7	--	--	*45.9	--	67	42	75	0	12.4
ALLEGHENY C (1)	61.2	47.3	37.7	--	--	*49.2	--	133	29	59	0	12.9
ALVERNIA C (1)	58.2	39.4	35.9	30.9	--	*37.9	--	54	67	52	0	--
DELAWARE VALLEY C (1)	56.1	49.0	38.3	29.7	--	*43.9	5.5	75	31	49	4	8.8
DICKINSON C (1)	67.9	50.7	40.2	33.4	--	49.9	-0.5	149	39	58	0	14.0
ELIZABETHTOWN C (1)	63.4	49.8	40.1	38.8	--	*50.0	--	100	29	67	0	12.5
FRANKLIN & MARSHALL C (1)	74.8	52.1	41.0	36.1	--	57.1	4.9	155	33	62	0	18.5
GETTYSBURG C (1)	71.4	53.5	43.0	37.4	--	55.7	3.8	155	35	67	0	16.9
HAVERFORD C (1)	77.2	58.2	46.6	--	--	*61.5	--	96	36	56	0	21.3
JUNIATA C (1)	55.1	43.0	35.4	32.5	--	46.1	4.2	77	32	47	0	12.6
LAFAYETTE C (1)	75.3	57.2	44.8	41.1	--	*58.0	2.6	182	28	64	0	15.2
LYCOMING C (1)	57.3	48.8	39.2	28.3	--	*43.5	--	91	34	67	0	11.5
MESSIAH C (1)	53.9	45.3	38.7	33.5	--	43.8	--	139	35	57	0	13.1
MOORE C OF ART & DESIGN (1)	35.4	+	27.3	--	+	*34.1	-5.0	30	57	87	0	7.1
MOUNT ALOYSIUS C (1)	+	49.4	39.1	33.2	--	*40.3	7.5	47	53	6	16	9.7
MUHLENBERG C (1)	62.2	46.9	38.9	36.5	--	*47.1	--	123	41	56	0	12.5
SAINT VINCENT C (1)	52.1	44.2	35.7	30.8	--	*41.9	--	59	22	51	0	12.4
SUSQUEHANNA U (1)	60.4	48.4	37.7	--	--	*47.4	--	93	33	58	0	11.1
THIEL C (1)	46.3	38.4	33.3	--	--	*42.3	-0.4	60	38	77	2	11.0
URSINUS C (1)	59.4	47.1	38.7	--	--	50.4	--	87	44	77	0	12.4
VALLEY FORGE CHRISTIAN C (1)	+	+	29.3	26.3	--	*28.7	4.1	20	20	5	0	6.2
WILSON C (1)	40.1	36.0	31.1	--	--	34.6	--	30	57	50	9	5.9
BA+												
ALLENTOWN C OF SAINT FRANCIS DE SALES (1)	54.2	45.7	39.4	36.2	--	*42.0	--	69	39	39	0	9.7
AMERICAN C (3)	--	--	--	--	--	--	--	--	--	--	--	--
BEAVER C (1)	67.6	53.0	43.5	30.8	--	50.1	5.4	75	51	48	4	14.8
BUCKNELL U (1)	76.7	57.3	46.7	--	--	*60.2	--	261	31	69	0	15.8
CABRINI C (1)	51.7	46.0	36.6	32.1	--	*43.9	--	49	53	61	0	11.6
CARLOW C (1)	57.5	45.1	37.4	31.2	--	*41.4	--	66	68	24	0	10.6
CEDAR CREST C (1)	55.7	45.4	38.2	--	--	*43.8	--	61	61	36	3	9.4
CHATHAM C (1)	49.1	40.6	35.4	--	--	*40.0	4.3	44	59	48	20	8.0
CHESTNUT HILL C (1)	+	39.8	29.6	--	--	*33.2	11.3	35	71	49	0	7.8
COLLEGE MISERICORDIA (1)	55.4	45.8	38.5	--	--	42.8	--	79	54	38	17	8.4
CURTIS INST OF MUSIC (1)	--	--	--	--	+	+	--	2	50	0	0	12.5
DICKINSON SCHL OF LAW (1)	96.7	--	+	42.4	--	*84.6	1.2	23	30	61	0	19.5
EASTERN C (1)	49.3	44.2	35.6	--	--	*42.4	--	62	47	35	5	10.4
EVANGELICAL SCHL OF THEOLOGY (1)	43.1	+	--	--	--	*43.1	--	5	0	0	0	--
GANNON U (1)	52.2	42.2	36.1	30.1	--	*39.3	--	129	40	60	12	13.0
GEISINGER MED CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
GENEVA C (1)	48.7	43.2	35.1	--	--	*41.9	0.3	61	23	61	0	10.8
GRATZ C (1)	+	+	+	--	--	+	7.6	7	57	43	0	10.0
GROVE CITY C (2)	--	--	--	--	--	--	--	--	--	--	--	--
GWYNEDD MERCY C (1)	54.1	43.8	36.5	31.5	--	*39.3	--	77	81	61	9	7.9
HOLY FAMILY C (1)	53.7	44.5	37.9	--	--	*43.3	--	76	63	20	4	--
KINGS C (1)	54.2	46.1	40.8	--	--	*45.9	--	93	24	65	0	12.1
LA ROCHE C (1)	48.1	39.3	35.5	--	--	*41.9	--	45	51	0	0	8.1
LA SALLE U (1)	64.8	54.2	44.4	--	--	*52.4	--	179	35	73	0	13.8
LANCASTER BIBLE C (1)	38.5	35.2	31.7	--	--	*34.4	4.8	26	31	0	21	9.7

	Prof ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene ($)
LEBANON VALLEY C (1)	54.6	43.2	37.2	--	--	*46.7	--	73	29	73	0	12.1
LUTHERAN THEOL SEM AT GETTYSBURG (1)	50.7	43.2	+	--	--	*45.7	--	16	19	69	0	--
MERCYHURST C (1)	53.2	44.4	35.5	27.6	+	*39.3	2.1	115	43	38	0	8.8
MORAVIAN C (1)	55.8	45.4	36.8	34.6	--	47.4	--	93	33	69	0	11.9
NEUMANN C (1)	42.9	37.2	35.2	28.3	--	*36.4	--	50	70	0	0	7.6
PENNSYLVANIA ACAD OF THE FINE ARTS (1)	--	--	--	--	12.4	12.4	20.2	44	27	0	0	3.2
PENNSYLVANIA C OF OPTOMETRY (1)	+	47.3	--	--	--	*47.3	--	5	0	100	87	12.7
PENN HOSP SCHL OF MED TECHNOLOGY (2)	--	--	--	--	--	--	--	--	--	--	--	--
PHILADELPHIA C OF BIBLE (1)	40.6	34.5	32.6	--	--	*35.3	--	41	24	0	0	9.2
PHILADELPHIA C OF TEXTILES & SCIENCE (1)	61.1	48.2	41.2	--	--	*46.4	--	80	34	51	6	12.5
POINT PARK C (1)	45.8	35.0	29.5	22.1	--	*37.2	--	74	34	74	0	9.0
ROBERT MORRIS C (1)	63.1	53.7	46.1	29.4	--	*51.8	--	102	29	0	6	13.7
ROSEMONT C (1)	54.9	47.8	37.9	--	--	*45.0	2.0	32	66	78	0	7.3
SAINT FRANCIS C (1)	53.1	44.7	39.7	30.9	--	*43.5	--	63	38	51	17	11.3
SAINT JOSEPHS U (1)	73.8	57.6	46.6	34.9	--	55.3	--	189	31	56	0	15.2
SETON HILL C (1)	57.6	42.3	38.1	--	--	*41.8	2.6	46	61	41	6	10.7
SWARTHMORE C (1)	87.0	62.8	48.5	--	--	*70.2	--	167	35	68	0	16.9
THE READING HOSP & MED CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE U OF THE ARTS (1)	49.1	40.5	34.4	--	--	41.4	5.6	92	38	67	0	10.1
TRINITY EPISCOPAL SCHL FOR MINISTRY (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF SCRANTON (1)	64.5	56.2	46.4	38.1	--	*54.9	--	244	30	74	0	17.1
WASHINGTON & JEFFERSON C (1)	62.0	49.4	38.0	34.9	--	51.5	0.1	81	26	70	9	16.4
WAYNESBURG C (1)	45.6	36.3	33.9	31.9	--	37.5	-2.8	52	40	37	2	12.9
WESTMINSTER C (1)	53.0	41.6	33.8	30.9	--	*44.0	--	97	32	66	0	9.6
WIDENER U-HARRISBURG CAMPUS (1)	95.8	76.6	+	--	--	*79.5	3.2	24	33	46	8	--
WILKES U (1)	54.3	45.2	38.0	--	--	44.8	2.4	116	32	61	7	10.6
WVHCS HOSP SCHL OF MED TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
WYOMING VALLEY HLTH CARE SYS-WILKES UNIV SCH NUR ANES (1)	--	--	--	--	--	--	--	--	--	--	--	--
YORK C PENNSYLVANIA (1)	69.7	57.7	47.4	--	--	53.6	3.3	124	34	52	0	15.0
YORK HOSP (1)	--	--	--	--	--	--	--	--	--	--	--	--
DOCTORAL												
ALLEGHENY U OF THE HLTH SCIENCES (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAPTIST BIBLE C & SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
BIBLICAL THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
BRYN MAWR C (1)	77.4	57.1	45.6	43.9	--	*62.0	--	140	52	63	0	16.6
CARNEGIE MELLON U (1)	93.6	65.9	56.3	--	--	*78.4	--	499	20	66	5	15.7
DREXEL U (1)	72.0	53.6	53.3	32.9	+	*56.0	-9.5	388	26	62	0	16.4
DUQUESNE U (1)	67.3	54.2	42.1	31.7	--	*54.4	--	282	30	69	26	13.7
EASTERN BAPTIST THEOL SEM (1)	45.9	+	--	--	--	*45.9	--	9	11	78	0	--
IMMACULATA C (1)	52.5	48.9	33.1	31.2	--	41.0	--	36	61	44	0	10.7
LANCASTER THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
LEHIGH U (1)	83.3	59.0	47.0	31.1	--	*69.5	--	397	21	84	0	18.1
LUTHERAN THEOL SEM AT PHILADELPHIA (1)	47.2	+	36.2	--	--	*42.5	-0.2	13	46	54	0	--
MARYWOOD U (1)	56.4	46.5	38.7	--	--	*45.0	1.7	115	55	59	1	10.7
PHILADELPHIA C OF PHARMACY & SCIENCE (1)	63.7	51.7	38.6	33.4	--	*45.5	--	65	37	43	49	13.5
THOMAS JEFFERSON U (1)	--	56.1	44.0	39.3	--	*43.6	-3.0	18	83	0	55	21.9
U OF PENNSYLVANIA (1)	105.2	70.0	62.8	--	--	89.1	4.9	898	23	78	8	23.3
VILLANOVA U (1)	86.5	59.3	49.6	--	--	64.2	7.3	469	26	82	0	18.5
WESTMINSTER THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof ($)	Assc ($)	Asst ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
WIDENER U-MAIN CAMPUS (1)	65.6	51.8	42.7	35.4	--	*51.1	--	185	44	59	15	14.9

RHODE ISLAND

	Prof ($)	Assc ($)	Asst ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
Public Institutions												
AA												
CC OF RHODE ISLAND (1)	50.5	36.7	32.8	--	--	*43.5	2.3	268	54	82	5	12.8
DOCTORAL												
RHODE ISLAND C (1)	55.4	48.1	40.0	--	--	49.0	--	299	40	78	1	14.3
U OF RHODE ISLAND (1)	70.8	53.4	44.4	--	--	61.6	2.5	527	30	83	16	17.2
Independent Institutions												
BA												
NEW ENGLAND INST OF TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
ROGER WILLIAMS U (1)	59.9	53.8	37.0	--	--	55.0	4.1	119	28	81	0	15.5
BA+												
BRYANT C (1)	76.2	66.8	56.3	36.9	--	*66.7	--	118	25	61	0	17.1
RHODE ISLAND SCHL OF DESIGN (1)	59.8	48.0	39.0	--	--	51.5	3.7	126	35	1	0	14.9
DOCTORAL												
BROWN U (1)	85.9	58.2	49.7	43.5	--	71.0	3.7	532	26	76	0	17.7
JOHNSON & WALES U (1)	47.3	40.4	34.5	30.8	--	37.5	3.1	224	41	0	2	9.3
PROVIDENCE C (1)	72.2	60.4	48.3	38.1	--	57.3	2.4	218	33	77	0	17.2
SALVE REGINA U (1)	52.8	43.8	36.9	32.1	--	*43.6	--	105	51	58	0	9.5

SOUTH CAROLINA

	Prof ($)	Assc ($)	Asst ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
Public Institutions												
AA												
AIKEN TECH C (1)	--	--	--	--	35.8	35.8	3.1	48	40	0	0	8.6
CENTRAL CAROLINA TECH C (1)	--	--	--	--	31.9	31.9	6.1	60	57	0	0	7.6
CHESTERFIELD-MARLBORO TECH C (1)	--	--	--	--	30.7	30.7	6.0	23	57	0	0	--
DENMARK TECH C (1)	--	--	--	--	27.4	27.4	-2.3	28	43	0	0	11.0
FLORENCE DARLINGTON TECH C (1)	--	--	--	--	33.1	33.1	3.6	92	54	0	0	8.7
GREENVILLE TECH C (1)	--	--	--	--	32.8	32.8	6.0	223	54	0	0	8.4
HORRY-GEORGETOWN TECH C (1)	--	--	--	--	34.4	34.4	3.0	88	42	0	0	8.7
MIDLANDS TECH C (1)	--	--	--	--	34.7	34.7	4.1	210	56	0	0	8.7
ORANGEBURG CALHOUN TECH C (1)	--	--	--	--	29.1	29.1	5.1	72	58	0	0	7.4
PIEDMONT TECH C (1)	--	--	--	--	30.4	30.4	6.2	82	49	0	0	7.1
SPARTANBURG TECH C (1)	--	--	--	--	31.6	31.6	3.8	91	53	0	0	7.6
TECH C OF THE LOWCOUNTRY (1)	--	--	--	--	30.2	30.2	4.8	38	55	0	0	7.1
TRI-COUNTY TECH C (1)	--	--	--	--	33.4	33.4	3.1	86	51	0	0	8.2
TRIDENT TECH C (1)	--	--	--	--	35.9	35.9	2.9	216	53	0	0	7.8
U OF SOUTH CAROLINA AT BEAUFORT (1)	49.0	39.6	33.0	--	--	*41.2	--	20	35	65	17	9.1
U OF SOUTH CAROLINA AT LANCASTER (1)	51.3	41.2	33.4	--	--	*43.7	--	21	38	81	19	9.4
U OF SOUTH CAROLINA AT SALKEHATCHIE (1)	45.8	37.8	30.8	--	--	*37.1	1.2	19	21	53	27	8.3
U OF SOUTH CAROLINA AT SUMTER (1)	47.2	38.6	35.5	26.7	--	*41.6	--	37	27	73	10	9.2
U OF SOUTH CAROLINA AT UNION (1)	48.9	+	+	--	--	*48.9	--	7	29	57	30	10.1
WILLIAMSBURG TECH C (1)	--	--	--	--	28.4	28.4	2.1	12	50	0	0	6.7
YORK TECH C (1)	--	--	--	--	33.3	33.3	3.9	90	57	0	0	8.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
CITADEL MILITARY C OF SOUTH CAROLINA (1)	56.6	45.6	36.7	19.7	--	*47.4	--	150	22	70	0	10.6
COASTAL CAROLINA U (1)	52.8	43.3	37.9	27.7	--	*40.8	--	160	36	55	11	12.2
COLLEGE OF CHARLESTON (1)	55.6	46.7	37.3	30.3	--	42.6	3.2	343	36	53	9	10.1
FRANCIS MARION U (1)	53.8	43.7	36.9	27.8	--	*45.4	--	158	23	68	2	10.3
LANDER U (1)	51.6	42.1	38.2	29.3	--	42.7	--	116	43	68	3	10.0
U OF SOUTH CAROLINA AT AIKEN (1)	52.7	43.1	38.5	33.8	--	43.8	3.5	98	47	61	15	9.7
U OF SOUTH CAROLINA AT SPARTANBURG (1)	51.9	43.2	37.9	31.3	--	*43.5	--	126	50	64	7	9.6
WINTHROP U (2)	--	--	--	--	--	--	--	--	--	--	--	--
DOCTORAL												
CLEMSON U (1)	69.9	51.8	42.2	29.8	--	54.6	2.8	791	27	67	9	12.1
MED U OF SOUTH CAROLINA (1)	+	46.7	44.4	--	--	*45.3	5.4	22	95	23	89	10.7
SOUTH CAROLINA STATE U (1)	51.3	44.9	38.8	31.3	--	42.3	--	189	37	46	20	9.4
U OF SOUTH CAROLINA AT COLUMBIA (1)	70.7	52.4	43.5	32.7	--	56.2	2.7	911	26	70	12	11.6
Independent Institutions												
AA												
SPARTANBURG METHODIST C (1)	--	--	--	--	33.8	33.8	7.2	22	59	50	0	--
BA												
ALLEN U (1)	--	--	--	--	27.8	27.8	16.5	16	50	0	0	3.8
ANDERSON C (1)	35.3	29.0	38.6	--	--	*34.2	--	46	52	70	0	6.7
BENEDICT C (1)	41.6	36.6	34.9	27.5	--	34.2	--	67	40	30	19	--
CLAFLIN C (1)	39.3	32.4	31.0	27.7	--	32.7	--	68	37	19	0	--
COKER C (1)	47.7	40.7	34.2	--	--	*40.6	--	48	31	58	4	8.0
JOHNSON & WALES U-CHARLESTON (1)	--	36.1	32.1	29.1	--	*32.5	--	36	31	0	0	9.6
LIMESTONE C (1)	32.2	29.9	27.3	--	--	*28.6	--	31	45	26	6	--
MORRIS C (1)	+	32.2	29.0	--	--	*30.6	3.3	42	45	5	13	4.1
NEWBERRY C (1)	41.2	32.2	28.8	25.5	--	33.9	--	46	30	63	0	7.4
NORTH GREENVILLE C (1)	33.3	30.5	30.0	24.3	--	*29.7	--	34	38	3	0	6.6
PRESBYTERIAN C (1)	55.0	41.1	34.9	28.9	--	43.4	0.2	78	29	68	0	9.7
VOORHEES C (1)	+	34.7	27.7	16.6	--	*27.2	-7.2	27	19	4	25	6.1
WOFFORD C (1)	59.1	46.0	38.1	--	--	*51.7	--	67	21	79	0	13.8
BA+												
CHARLESTON SOUTHERN U (1)	44.3	35.8	33.6	29.4	--	*35.3	--	78	40	18	6	7.3
COLUMBIA C (1)	47.6	40.4	38.6	30.4	+	*41.5	1.9	83	66	57	5	10.9
CONVERSE C (1)	50.2	42.3	34.6	--	--	*40.7	1.2	73	48	62	0	10.0
FURMAN U (1)	61.6	44.7	36.6	31.4	--	*50.6	--	191	25	73	0	15.4
SOUTHERN WESLEYAN U (1)	32.3	27.7	24.5	--	--	*28.9	--	28	29	54	26	4.5
DOCTORAL												
BOB JONES U (2)	--	--	--	--	--	--	--	--	--	--	--	--
COLUMBIA INTL U (1)	--	--	--	--	--	--	--	0	--	--	100	--
ERSKINE C & SEM (1)	48.0	36.8	32.9	--	--	*41.7	--	52	33	48	0	9.2
LUTHERAN THEOL SOUTHERN SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--

SOUTH DAKOTA

Public Institutions

AA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
CHEYENNE RIVER CC (1)	27.3	--	--	--	--	*27.3	--	6	33	0	0	8.1
LAKE AREA TECH INST (1)	--	--	--	--	33.0	33.0	--	39	21	0	44	7.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
MITCHELL TECH INST (1)	- -	- -	- -	- -	33.1	33.1	- -	37	30	0	10	8.0
SISSETON-WAHPETON CC (3)	- -	- -	- -	- -	- -	+	- -	9	- -	- -	- -	- -
SOUTHEAST TECH INST (1)	- -	- -	- -	- -	35.8	35.8	- -	60	32	75	5	8.0
WESTERN DAKOTA TECH INST (1)	- -	- -	- -	- -	29.1	29.1	- -	46	33	0	6	7.1
BA												
DAKOTA STATE U (1)	50.7	41.2	33.2	22.8	- -	33.0	- -	52	44	31	20	6.4
BA+												
BLACK HILLS STATE U (1)	43.4	36.5	33.1	25.7	- -	35.0	6.4	110	33	40	0	6.6
NORTHERN STATE U (1)	46.1	36.0	32.2	30.4	- -	*36.7	2.9	98	27	52	7	7.0
OGLALA LAKOTA C (1)	- -	- -	- -	- -	25.8	25.8	-1.6	31	45	0	18	2.4
SINTE GLESKA U (2)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
DOCTORAL												
SOUTH DAK SCHL OF MINES & TECHNOLOGY (1)	52.1	43.2	39.1	26.8	- -	*45.5	- -	99	18	53	0	8.2
SOUTH DAKOTA STATE U (1)	47.2	38.9	35.5	32.0	- -	39.5	3.5	273	37	49	24	7.4
U OF SOUTH DAKOTA (1)	52.9	41.3	35.2	25.2	- -	39.4	3.7	286	39	45	13	7.3
Independent Institutions												
AA												
KILIAN CC (1)	- -	- -	- -	- -	+	+	- -	1	100	0	50	3.2
BA												
PRESENTATION C (1)	+	+	30.4	31.0	- -	*30.6	-4.3	23	70	52	4	7.1
BA+												
AUGUSTANA C (1)	48.3	42.7	35.7	31.8	- -	*40.7	- -	119	32	60	0	9.8
DAKOTA WESLEYAN U (1)	36.0	31.0	26.2	24.0	- -	*29.5	- -	36	42	42	5	7.2
MOUNT MARTY C (1)	40.5	33.2	25.9	25.9	- -	*30.2	1.9	49	47	24	9	- -
U OF SIOUX FALLS (1)	41.8	34.1	30.9	- -	- -	*34.3	- -	36	28	61	0	8.4
DOCTORAL												
NORTH AMERICAN BAPTIST SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -

TENNESSEE

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
CHATTANOOGA STATE TECH CC (1)	48.9	39.7	32.1	27.7	- -	37.0	- -	139	56	68	16	0.8
CLEVELAND STATE CC (1)	47.7	39.9	34.1	29.1	- -	*36.3	- -	76	46	67	4	8.9
COLUMBIA STATE CC (1)	46.8	40.6	35.2	30.6	- -	*35.6	- -	85	58	62	11	9.3
DYERSBURG STATE CC (1)	45.9	38.8	32.2	30.1	- -	*36.5	- -	44	50	64	12	9.2
JACKSON STATE CC (1)	42.1	36.3	32.1	28.7	- -	*34.7	- -	73	56	52	23	8.5
MOTLOW STATE CC (1)	55.8	42.9	35.7	32.0	- -	*37.3	- -	71	58	49	9	9.8
NASHVILLE STATE TECH INST (1)	47.0	38.7	29.0	31.2	- -	36.1	2.9	98	48	52	10	9.1
NORTHEAST STATE TECH CC (1)	+	36.9	30.1	28.5	- -	*31.4	- -	76	49	37	8	9.0
PELLISSIPPI STATE TECH CC (1)	45.6	38.7	32.5	26.6	- -	35.6	4.6	163	61	75	0	10.6
ROANE STATE CC (1)	47.3	38.8	33.3	31.6	- -	38.3	- -	125	54	75	8	9.2
SHELBY STATE CC (1)	42.9	37.4	31.0	26.9	- -	34.7	- -	120	53	62	7	6.4
STATE TECH INST AT MEMPHIS (1)	+	36.2	29.8	28.8	- -	*32.0	- -	65	60	55	60	7.8
VOLUNTEER STATE CC (1)	46.5	40.3	30.8	27.7	- -	35.7	2.5	98	52	50	21	6.7
WALTERS STATE CC (1)	49.7	40.7	30.7	- -	- -	*40.0	- -	101	52	60	14	9.3
BA+												
AUSTIN PEAY STATE U (1)	53.6	39.9	34.7	24.5	- -	*42.8	- -	262	35	61	4	10.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
U OF TENNESSEE-CHATTANOOGA (1)	55.8	46.1	37.1	28.0	--	*46.5	--	267	37	63	3	13.0
U OF TENNESSEE-MARTIN (1)	53.1	42.5	35.9	31.0	--	44.1	-2.6	210	35	56	9	12.7
DOCTORAL												
EAST TENNESSEE STATE U (1)	57.8	48.0	40.0	33.4	--	46.5	-0.2	380	38	67	21	--
MIDDLE TENNESSEE STATE U (1)	59.6	45.8	38.0	29.2	--	46.1	4.0	674	38	66	4	11.2
TENNESSEE STATE U (1)	55.9	48.9	38.6	32.9	--	47.6	--	272	33	65	12	11.8
TENNESSEE TECHNOLOGICAL U (1)	59.6	45.0	29.4	28.2	--	47.2	-3.8	356	24	82	2	12.6
U OF MEMPHIS (1)	62.6	47.1	39.9	26.0	--	*49.9	--	659	31	72	6	--
U OF TENNESSEE-KNOXVILLE (1)	66.2	52.1	42.5	29.1	--	*56.2	--	1,008	26	76	20	15.5
U OF TENNESSEE-MEMPHIS (1)	--	--	--	--	--	--	--	0	--	--	100	--
Independent Institutions												
AA												
FORT SANDERS SCHL OF NURSING (3)	--	--	--	--	--	+	--	6	--	--	--	--
HIWASSEE C (1)	28.5	+	22.4	21.3	--	*23.9	1.1	20	40	50	5	5.2
WATKINS INST C OF ART & DESIGN (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
AMERICAN BAPTIST C (2)	--	--	--	--	--	--	--	--	--	--	--	--
AQUINAS C (1)	--	--	--	--	32.6	32.6	1.7	22	73	0	0	7.5
BRYAN C (1)	36.4	31.0	28.9	--	--	*32.4	12.9	28	14	46	0	9.5
CRICHTON C (1)	+	+	34.1	--	--	*34.1	4.2	9	44	0	40	--
FREE WILL BAPTIST BIBLE C (1)	--	--	--	--	29.6	29.6	--	18	17	0	0	6.0
KING C (1)	33.2	28.9	27.4	--	--	*30.0	--	37	35	0	0	--
KNOXVILLE C (3)	--	--	--	--	--	+	--	25	--	--	--	--
LAMBUTH U (1)	33.9	30.0	28.9	29.1	--	30.1	0.1	41	37	39	9	--
LANE C (1)	33.4	22.8	27.8	21.1	--	26.0	--	41	34	20	0	3.8
MARTIN METHODIST C (1)	30.9	+	+	22.3	--	*29.2	9.1	19	47	47	14	7.7
MARYVILLE C (1)	53.5	43.1	34.0	29.8	--	40.0	5.1	61	46	54	0	6.7
O'MORE C OF DESIGN (1)	--	--	--	--	28.2	28.2	11.5	3	100	0	0	--
TENNESSEE WESLEYAN C (1)	27.2	26.1	24.5	21.3	--	*25.5	--	28	39	46	0	--
BA+												
BELMONT U (1)	51.6	42.8	38.8	31.2	--	42.3	5.2	138	46	48	16	8.6
BETHEL C (1)	33.5	31.3	24.5	23.1	--	*28.5	-1.0	24	33	63	20	5.8
CARSON-NEWMAN C (1)	45.3	40.2	33.7	29.1	--	37.1	3.4	102	39	60	15	8.2
CHRISTIAN BROTHERS U (1)	47.0	40.0	32.9	--	--	*41.0	28.1	96	25	61	1	9.1
CUMBERLAND U (3)	--	--	--	--	--	+	--	49	--	--	--	--
DAVID LIPSCOMB U (1)	51.2	41.8	34.5	29.7	--	41.6	4.1	105	19	48	0	10.0
FISK U (1)	49.7	37.8	33.6	28.3	--	*36.0	--	63	43	49	0	6.9
FREED-HARDEMAN U (1)	45.8	41.0	33.0	24.7	--	*35.8	--	72	29	50	14	7.4
JOHNSON BIBLE C (1)	35.0	33.2	+	--	--	*34.4	-0.5	23	17	0	0	12.4
LE MOYNE-OWEN C (1)	31.3	29.9	25.6	25.0	--	*28.2	--	38	37	29	17	2.6
LEE U (1)	41.4	36.7	33.5	28.4	--	*34.2	--	86	28	43	9	7.5
LINCOLN MEMORIAL U (1)	32.2	32.2	30.3	26.2	--	*30.1	--	70	54	0	3	5.6
MEMPHIS C OF ART (1)	34.8	+	26.7	--	+	*30.7	-0.5	16	31	0	0	--
MILLIGAN C (1)	44.8	37.4	33.6	--	--	37.8	2.5	60	43	52	3	7.4
RHODES C (1)	69.0	48.0	39.7	39.1	--	*48.6	--	114	32	54	1	12.6
SOUTHERN ADVENTIST U (1)	+	30.0	+	--	--	*30.0	2.7	8	63	0	92	9.0
TENNESSEE TEMPLE U (1)	22.9	21.5	22.3	20.1	--	*21.5	--	27	33	0	10	--
TREVECCA NAZARENE U (1)	43.5	38.6	31.5	--	--	*38.6	--	58	31	38	9	6.6

	Prof. ($)	Assc. ($)	Asst ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
TUSCULUM C (1)	39.7	33.8	33.7	--	--	*35.8	--	33	36	12	0	5.7
UNION U (1)	46.2	39.3	37.3	33.8	--	*39.0	--	107	39	25	3	9.4
DOCTORAL												
EMMANUEL SCHL OF RELIGION (1)	36.4	+	+	--	--	*36.4	-0.3	9	0	56	0	24.2
HARDING U GRAD SCHL OF RELIGION (1)	--	--	--	--	--	--	--	--	--	--	--	--
MEHARRY MED C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MEMPHIS THEOL SEM (1)	48.2	+	--	--	--	*48.2	2.1	9	22	33	0	6.0
U OF THE SOUTH (1)	67.8	49.4	39.1	37.9	--	*55.4	1.7	114	25	64	0	15.6
VANDERBILT U (1)	93.3	61.6	48.4	35.5	--	71.5	--	646	26	63	8	16.1

TEXAS

Public Institutions

AA

	Prof. ($)	Assc. ($)	Asst ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
ALVIN CC (1)	--	--	--	--	40.8	40.8	0.3	58	50	79	33	7.0
AMARILLO C (1)	45.4	41.9	39.2	33.7	--	39.0	5.9	164	51	44	23	9.9
ANGELINA C (1)	--	--	--	--	41.2	41.2	1.4	94	55	0	0	7.1
AUSTIN CC (1)	47.2	39.8	33.6	--	--	42.8	2.0	264	48	0	1	8.1
BEE COUNTY C (1)	--	--	--	--	34.4	34.4	6.9	61	57	0	34	6.1
BLINN C (1)	--	--	--	--	39.9	39.9	3.7	136	49	0	14	10.5
BRAZOSPORT C (1)	53.5	+	31.9	29.0	--	*38.9	-1.4	26	42	65	56	6.2
BROOKHAVEN C (1)	--	--	--	--	56.6	56.6	2.6	87	48	0	0	9.0
CEDAR VALLEY C (1)	--	--	--	--	57.2	57.2	5.2	47	34	0	0	9.2
CENTRAL TEXAS C (1)	--	--	--	--	42.6	42.6	7.6	64	61	0	49	7.6
CISCO JR C (1)	--	--	--	--	31.9	31.9	3.5	47	36	57	29	5.3
CLARENDON C (1)	--	--	--	--	35.9	35.9	9.6	18	28	22	14	5.2
COLLEGE OF THE MAINLAND (1)	37.7	+	33.4	--	--	*35.6	--	10	80	60	87	8.0
COLLIN COUNTY CC-CENTRAL PARK (1)	--	--	--	--	37.5	37.5	3.4	156	49	0	2	7.2
COLLIN COUNTY CC-PRESTON RIDGE (1)	--	--	--	--	--	--	--	--	--	--	--	--
COLLIN COUNTY CC-SPRING CREEK (1)	--	--	--	--	--	--	--	--	--	--	--	--
DEL MAR C (1)	49.6	42.6	36.8	32.1	--	41.0	2.4	224	50	75	7	10.0
EASTFIELD C (1)	--	--	--	--	63.8	63.8	5.4	87	34	0	0	9.5
EL CENTRO C (1)	--	--	--	--	56.0	56.0	3.2	119	65	0	0	8.8
EL PASO CC (1)	--	--	--	--	42.9	42.9	3.7	261	46	69	11	8.7
FRANK PHILLIPS C (1)	--	--	--	--	33.3	33.3	-5.0	27	52	0	7	--
GALVESTON C (1)	46.8	39.0	38.1	32.7	--	*39.2	3.7	44	50	75	4	9.6
GRAYSON COUNTY C (1)	--	--	--	--	38.8	38.8	2.8	84	51	0	12	9.2
HILL C (1)	--	--	--	--	32.5	32.5	4.1	61	48	23	0	5.7
HOUSTON CC SYSTEM (1)	--	--	--	--	38.0	38.0	2.3	321	49	10	47	4.9
HOWARD COUNTY JR C DISTRICT (1)	41.8	36.8	32.6	26.4	--	32.5	-1.5	64	61	9	33	7.2
KILGORE C (1)	--	--	--	--	35.4	35.4	-7.7	119	57	0	20	6.0
LAMAR U-ORANGE (1)	+	+	33.3	30.6	--	*31.6	11.1	35	63	37	10	6.2
LAMAR U-PORT ARTHUR (1)	+	--	+	32.5	--	*32.5	5.5	46	57	37	22	6.2
LAREDO CC (1)	--	--	--	--	39.7	39.7	4.0	176	43	64	10	12.8
LEE C (1)	--	--	--	--	58.5	58.5	52.7	154	40	0	8	13.2
MCLENNAN CC (1)	--	--	--	--	43.9	43.9	3.4	133	53	83	10	6.6
MIDLAND C (1)	--	--	--	--	39.3	39.3	2.2	70	37	0	19	10.2
MOUNTAIN VIEW C (1)	--	--	--	--	62.2	62.2	4.0	69	32	0	0	9.5
NAVARRO C (1)	--	--	--	--	38.3	38.3	8.1	53	45	0	36	8.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
NORTH CENTRAL TEXAS C (1)	- -	- -	- -	- -	34.9	34.9	10.2	69	43	0	8	5.6
NORTH HARRIS MONTGOMERY CC DISTRICT (1)	43.4	35.7	33.1	26.0	- -	40.8	0.3	305	50	0	13	7.7
NORTH LAKE C (1)	- -	- -	- -	- -	58.5	58.5	6.1	65	38	0	0	9.3
NORTHEAST TEXAS CC (1)	- -	- -	- -	- -	37.7	37.7	0.9	41	34	0	15	7.3
ODESSA C (1)	46.4	37.8	36.3	32.7	+	*37.7	- -	97	47	21	24	8.6
PALO ALTO C (1)	- -	44.0	38.3	34.5	- -	*36.9	- -	82	48	59	13	9.3
PANOLA C (1)	- -	- -	- -	- -	36.3	36.3	4.6	41	56	12	31	8.3
PARIS JR C (1)	- -	- -	- -	- -	35.2	35.2	7.3	55	60	29	19	5.8
RANGER C (1)	- -	33.6	26.1	- -	- -	*28.8	- -	16	38	69	27	5.7
RICHLAND C (1)	- -	- -	- -	- -	60.6	60.6	2.3	141	45	0	0	9.2
SAN ANTONIO C (1)	50.5	44.9	40.2	33.3	- -	43.9	- -	385	43	80	6	10.7
SAN JACINTO C-CENTRAL CAMPUS (1)	- -	- -	- -	- -	42.0	42.0	11.3	440	56	0	12	50.6
SAN JACINTO C-NORTH CAMPUS (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
SAN JACINTO C-SOUTH CAMPUS (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
SOUTH PLAINS C (1)	44.6	38.2	33.1	28.6	- -	*34.3	- -	188	45	84	9	6.3
SOUTH TEXAS CC (1)	- -	- -	- -	- -	32.7	32.7	- -	97	34	0	14	9.2
SOUTHWEST TEXAS JR C (1)	- -	- -	- -	- -	38.8	38.8	1.8	68	37	50	7	6.4
ST PHILIPS C (1)	48.8	43.8	40.3	34.2	- -	*39.5	- -	161	43	73	7	9.8
TARRANT COUNTY JR C (1)	45.6	43.8	42.2	36.3	- -	41.9	- -	430	50	60	3	10.0
TEMPLE C (1)	- -	- -	- -	- -	40.9	40.9	3.5	55	45	80	28	8.6
TEXARKANA C (1)	43.0	37.3	34.6	34.3	- -	*39.2	- -	70	57	86	32	6.0
TEXAS SOUTHMOST C (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
TEXAS STATE TECH C-HARLINGEN (1)	- -	- -	- -	- -	30.3	30.3	14.6	13	31	0	90	- -
TEXAS STATE TECH C-SWEETWATER (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
TEXAS STATE TECH C-WACO (1)	- -	- -	- -	- -	31.0	31.0	0.3	23	26	0	91	- -
TRINITY VALLEY CC (1)	- -	- -	- -	- -	38.7	38.7	3.9	84	44	0	29	10.2
TYLER JR C (1)	- -	- -	- -	- -	36.1	36.1	1.0	173	54	0	15	7.6
VERNON REGIONAL JR C (1)	- -	- -	- -	- -	36.3	36.3	10.4	32	44	0	38	5.8
VICTORIA C (1)	- -	- -	- -	- -	40.8	40.8	2.8	80	45	55	21	9.6
WEATHERFORD C (1)	- -	- -	- -	- -	37.8	37.8	2.3	44	48	0	36	6.1
WESTERN TEXAS C (1)	40.0	34.9	31.5	30.7	- -	33.8	0.0	34	32	0	19	5.9
WHARTON COUNTY JR C (1)	- -	- -	- -	- -	36.8	36.8	2.3	63	37	0	38	9.2
BA												
TEXAS A&M U-GALVESTON (1)	54.6	40.8	41.5	30.8	- -	*38.8	- -	42	12	48	24	10.2
U OF HOUSTON-DOWNTOWN (1)	53.6	45.6	38.0	30.8	- -	*40.1	- -	166	46	44	5	9.2
BA+												
ANGELO STATE U (1)	55.1	45.4	39.9	28.4	- -	42.7	7.8	196	38	53	1	11.4
MIDWESTERN STATE U (1)	54.0	46.9	40.6	30.7	- -	44.1	4.0	177	38	54	6	10.1
PRAIRIE VIEW A&M U (1)	45.2	41.4	36.0	30.5	- -	*37.6	- -	195	41	41	17	9.5
SUL ROSS STATE U (1)	55.8	45.4	35.8	30.1	- -	*42.5	1.9	106	27	44	9	10.4
TARLETON STATE U (1)	50.0	44.1	36.8	29.9	- -	*37.9	- -	192	37	36	16	9.6
TEXAS A&M INTL U (1)	51.4	47.5	39.8	33.3	- -	*42.7	- -	92	35	22	12	10.1
TEXAS A&M U-TEXARKANA (1)	53.7	+	+	- -	- -	*53.7	4.0	28	29	79	0	12.0
TEXAS TECH U HLTH SCIENCES CTR (1)	- -	+	- -	- -	- -	+	- -	1	100	0	99	10.2
THE U OF TEXAS ANDERSON CANCER CTR (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
THE U OF TEXAS AT BROWNSVILLE (1)	49.5	46.0	40.0	34.8	37.8	*41.9	6.7	206	41	59	10	8.9
THE U OF TEXAS AT TYLER (1)	55.3	45.7	40.9	34.2	- -	44.5	6.2	160	44	51	0	10.3
THE U OF TEXAS OF THE PERMIAN BASIN (1)	52.7	45.7	38.5	34.4	- -	*41.1	- -	78	41	37	0	6.0
U OF HOUSTON-CLEAR LAKE (1)	64.2	54.6	41.5	35.5	- -	*51.9	- -	172	39	63	2	11.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
U OF HOUSTON-VICTORIA (1)	58.1	54.7	40.5	--	--	*48.0	--	35	37	46	8	10.8
WEST TEXAS A&M U (1)	49.9	44.6	36.7	31.6	--	39.8	7.9	188	43	49	6	9.4
DOCTORAL												
LAMAR U-BEAUMONT (1)	54.9	42.0	36.5	31.5	--	39.7	0.6	395	41	59	9	9.3
SAM HOUSTON STATE U (1)	55.8	45.3	38.1	33.0	--	*46.6	3.9	363	30	70	3	7.1
SOUTHWEST TEXAS STATE U (1)	56.5	46.1	38.6	31.3	--	45.0	5.0	573	40	61	6	9.9
STEPHEN F AUSTIN STATE U (1)	52.9	42.2	37.3	29.5	--	41.5	2.8	367	39	56	9	9.5
TEXAS A&M U (1)	67.6	48.3	41.7	27.9	--	*49.9	--	765	27	60	53	11.6
TEXAS A&M U-COMMERCE (1)	55.7	44.6	39.0	34.6	--	*45.8	--	230	34	53	7	12.3
TEXAS A&M U-CORPUS CHRISTI (1)	53.5	47.5	39.2	30.3	--	*46.7	--	181	38	41	3	11.3
TEXAS A&M U-KINGSVILLE (1)	51.1	44.6	36.0	24.6	--	*42.3	--	198	24	61	3	10.4
TEXAS SOUTHERN U (1)	62.8	51.0	32.1	25.1	--	44.3	19.1	339	40	63	0	9.6
TEXAS TECH U (1)	73.2	50.9	40.6	30.7	--	53.8	6.3	787	27	62	4	11.9
TEXAS WOMAN'S U (1)	57.1	45.9	38.1	32.2	+	*44.1	-0.5	399	75	48	0	10.7
THE U OF TEXAS AT ARLINGTON (1)	66.5	49.9	43.5	31.8	--	*52.0	--	618	29	67	0	12.9
THE U OF TEXAS AT AUSTIN (1)	82.4	53.7	49.5	40.5	--	63.0	-1.3	2,163	30	64	0	12.6
THE U OF TEXAS AT DALLAS (1)	77.4	55.2	52.9	--	--	*65.2	--	230	17	76	0	15.6
THE U OF TEXAS AT EL PASO (1)	53.2	44.1	40.4	18.2	--	40.9	--	510	33	55	0	10.2
THE U OF TEXAS AT SAN ANTONIO (1)	63.4	49.5	43.2	36.7	--	*50.7	7.5	370	30	65	0	12.7
THE U OF TEXAS HLTH SCIENCE CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE U OF TEXAS HLTH SCIENCE-SAN ANTONIO (1)	70.5	54.7	44.6	36.4	+	*48.2	9.1	53	94	38	86	10.7
THE U OF TEXAS MED BRANCH-GALVESTON (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE U OF TEXAS SOUTHWEST MED CTR-DALLAS (1)	--	42.9	--	--	--	42.9	--	3	0	100	98	6.1
THE U OF TEXAS-PAN AMERICAN (1)	61.4	49.9	41.7	33.5	--	45.0	5.9	386	34	49	0	11.8
U OF HOUSTON-U PARK (1)	78.4	53.3	47.7	31.4	--	*61.6	--	778	23	73	7	11.4
U OF NORTH TEXAS (1)	66.1	49.8	41.9	33.6	--	*51.7	--	725	27	66	0	10.0
Independent Institutions												
AA												
JACKSONVILLE C-MAIN CAMPUS (1)	--	--	--	--	22.2	22.2	-3.2	8	63	0	33	5.1
LON MORRIS C (1)	+	31.3	28.3	25.5	--	*27.5	--	25	44	12	0	5.3
BA												
AMBASSADOR U (3)	--	--	--	--	--	+	--	23	--	--	--	--
ARLINGTON BAPTIST C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DALLAS CHRISTIAN C (1)	30.1	--	--	--	--	*30.1	--	5	40	0	0	6.8
HOWARD PAYNE U (1)	36.8	31.7	29.7	25.6	--	*31.7	--	65	31	15	28	8.5
HUSTON-TILLOTSON C (1)	37.1	33.2	30.6	26.7	--	*32.7	--	39	51	15	3	6.5
JARVIS CHRISTIAN C (2)	--	--	--	--	--	--	--	--	--	--	--	--
MCMURRY U (1)	43.4	38.1	32.0	--	--	*38.3	--	70	30	57	0	7.6
NORTHWOOD U (1)	--	--	--	--	--	--	--	0	--	--	100	--
PAUL QUINN C (1)	+	30.5	28.8	23.5	+	*26.8	5.2	33	36	0	23	2.5
SOUTHWESTERN CHRISTIAN C (1)	--	19.9	20.3	--	--	*20.0	4.8	15	20	100	0	--
SOUTHWESTERN U (1)	66.8	52.0	41.0	33.3	--	*52.1	--	89	38	62	2	12.9
TEXAS C (3)	--	--	--	--	--	+	--	19	--	--	--	--
TEXAS LUTHERAN U (1)	49.1	47.6	34.1	23.7	--	*42.2	--	56	30	66	0	8.3
WILEY C (1)	--	33.4	28.1	23.4	--	27.4	-1.1	36	42	3	14	3.8
BA+												
AMBER U (1)	--	--	--	--	--	--	--	0	--	--	100	--
AUSTIN C (1)	59.9	48.2	40.0	--	--	49.9	--	82	29	68	1	12.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
CONCORDIA U AT AUSTIN (1)	--	--	--	--	--	--	--	0	--	--	100	--
CRISWELL C (3)	--	--	--	--	--	--	--	--	--	--	--	--
DALLAS BAPTIST U (1)	46.3	39.9	38.1	--	--	41.3	3.2	54	39	9	25	9.2
EAST TEXAS BAPTIST U (1)	41.5	38.3	32.6	30.6	--	*36.1	--	62	32	21	2	8.8
EPISCOPAL THEOL SEM OF THE SOUTHWEST (3)	--	--	--	--	--	--	--	--	--	--	--	--
HARDIN-SIMMONS U (1)	43.8	37.4	34.2	28.2	--	37.7	2.2	87	32	57	24	9.9
HOUSTON BAPTIST U (1)	41.5	39.5	35.0	31.2	--	*38.3	--	89	47	1	23	6.6
LETOURNEAU U (1)	45.8	36.5	37.7	32.4	--	*39.7	5.3	51	12	65	2	9.8
LUBBOCK CHRISTIAN U (1)	39.0	33.2	30.0	25.5	--	32.2	--	63	32	54	0	6.1
SAINT EDWARDS U (1)	49.3	41.6	35.3	--	--	*41.6	--	88	36	43	4	7.2
SCHREINER C (1)	39.8	33.3	28.9	25.7	--	*34.6	3.8	33	33	36	15	--
SOUTHWESTERN ADVENTIST U (1)	--	+	30.9	--	--	*30.9	--	5	80	0	89	--
SOUTHWESTERN ASSEMBLIES OF GOD U (1)	32.4	32.3	28.9	26.0	--	30.1	--	38	45	42	10	5.9
TEXAS WESLEYAN U (1)	60.6	63.0	34.7	--	--	*52.1	--	117	33	53	0	9.0
TRINITY U (1)	78.1	53.1	42.5	--	--	*64.1	1.8	210	25	84	0	15.5
U OF CENTRAL TEXAS (1)	+	+	--	--	--	+	--	3	0	0	87	--
U OF MARY HARDIN BAYLOR (1)	46.4	36.6	34.1	24.4	--	*38.5	--	85	49	33	11	10.2
U OF THE INCARNATE WORD (1)	48.8	47.5	32.7	31.5	+	*40.3	--	114	59	50	7	7.4
WAYLAND BAPTIST U (1)	39.5	34.1	30.3	--	--	*33.2	--	45	40	0	45	--
DOCTORAL												
ABILENE CHRISTIAN U (1)	50.9	43.5	36.9	28.8	--	43.0	2.7	189	23	59	0	11.0
AUSTIN PRESBYTERIAN THEOL SEM (1)	81.2	66.8	61.2	--	--	*69.9	--	15	33	53	0	--
BAYLOR U (1)	70.6	54.4	42.5	35.1	--	*54.4	--	606	34	56	0	14.4
DALLAS THEOL SEM (1)	50.2	41.1	32.5	--	--	*45.8	--	45	2	71	10	10.5
HOUSTON GRAD SCHL OF THEOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
OBLATE SCHL OF THEOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
OUR LADY OF THE LAKE U-SAN ANTONIO (1)	56.7	46.0	38.0	31.5	--	*44.0	--	108	55	22	11	7.0
RICE U (1)	92.6	60.7	52.6	38.1	+	*76.3	4.7	436	19	76	0	18.0
SOUTHERN METHODIST U (1)	83.8	56.3	49.1	30.0	--	*61.1	--	502	26	65	0	14.3
SOUTHWESTERN BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
ST MARYS U (1)	72.8	53.4	41.0	--	--	*57.9	1.6	182	30	48	0	10.0
TEXAS A&M U-BAYLOR COLL OF DENTISTRY (1)	--	--	--	--	--	--	--	0	--	--	100	--
TEXAS CHRISTIAN U (1)	75.9	54.2	47.4	40.5	--	57.7	2.8	350	36	68	0	12.8
U OF DALLAS (1)	50.7	43.6	34.1	25.0	--	*40.8	--	87	28	64	18	12.8
U OF SAINT THOMAS (1)	62.0	49.3	40.3	--	--	50.6	--	98	39	57	0	10.4
UTAH												
Public Institutions												
AA												
COLLEGE OF EASTERN UTAH (1)	--	--	--	--	37.4	37.4	2.9	68	28	49	8	13.5
DIXIE C (1)	--	--	--	--	39.6	39.6	0.9	73	30	44	0	14.6
SALT LAKE CC (1)	42.6	38.7	34.8	32.9	--	36.7	3.1	311	46	44	1	13.6
SNOW C (1)	46.9	41.0	33.9	30.9	--	*37.6	--	87	28	56	0	16.1
BA												
UTAH VALLEY STATE C (1)	41.0	39.5	38.0	35.1	--	38.8	3.6	234	31	53	1	13.9
BA+												
SOUTHERN UTAH U (1)	52.2	41.8	33.6	25.4	--	*38.5	--	183	29	45	2	--
WEBER STATE U (1)	53.9	43.1	37.8	32.6	34.7	*45.0	--	400	36	61	4	14.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
DOCTORAL												
U OF UTAH (1)	67.6	48.5	40.5	31.0	--	54.2	-3.6	874	28	68	10	16.2
UTAH STATE U (1)	55.1	46.1	39.2	32.8	--	45.1	3.9	465	31	60	29	15.7
Independent Institutions												
AA												
LATTER DAY SAINTS BUSINESS C (2)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
WESTMINSTER C OF SALT LAKE CITY (1)	48.8	42.7	35.5	29.1	--	41.0	--	85	48	0	0	10.7
DOCTORAL												
BRIGHAM YOUNG U (1)	67.1	50.6	43.9	36.9	43.8	*54.3	--	973	18	68	27	13.7

VERMONT

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
BA												
VERMONT TECH C (1)	41.7	35.1	30.0	--	--	*36.4	--	54	31	67	14	13.0
BA+												
CASTLETON STATE C (1)	45.2	36.5	31.4	--	--	37.4	-2.6	87	38	70	2	12.8
JOHNSON STATE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
LYNDON STATE C (1)	46.5	37.6	31.0	--	--	39.3	1.3	59	27	68	0	14.1
DOCTORAL												
U OF VERMONT & STATE AGRL C (1)	66.4	50.5	40.7	34.2	40.6	*51.4	--	496	36	65	7	13.5
Independent Institutions												
AA												
LANDMARK C (1)	--	+	24.6	19.4	--	*21.5	--	32	63	0	68	6.9
STERLING C (1)	--	--	--	--	10.2	*10.2	--	8	13	0	0	2.2
WOODBURY C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
CHAMPLAIN C (2)	--	--	--	--	--	--	--	--	--	--	--	--
GREEN MOUNTAIN C (1)	43.7	39.0	33.0	--	--	*39.5	3.9	36	36	0	0	9.2
SOUTHERN VERMONT C (1)	--	--	--	--	24.2	24.2	4.6	26	62	0	4	5.0
BA+												
BENNINGTON C (1)	--	--	--	--	40.4	40.4	3.1	32	28	28	0	8.7
COLLEGE OF SAINT JOSEPH (1)	+	31.3	+	--	--	*31.3	--	11	36	100	8	9.1
GODDARD C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MARLBORO C (1)	--	--	--	--	36.0	36.0	6.8	29	38	79	0	--
NORWICH U (3)	--	--	--	--	--	+	--	143	--	--	--	--
SAINT MICHAELS C (1)	57.6	46.8	37.8	31.4	--	46.3	5.2	130	35	72	2	14.2
SCHL FOR INTL TRAINING (1)	+	+	29.0	--	--	*29.0	-10	7	43	0	79	6.7
TRINITY C OF VERMONT (1)	44.2	40.6	34.1	--	+	*39.9	-2.3	40	65	73	11	--
DOCTORAL												
MIDDLEBURY C (1)	79.2	55.7	45.7	44.2	--	60.8	--	207	36	54	0	16.3

VIRGINIA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
BLUE RIDGE CC (1)	47.9	43.6	35.2	33.3	--	*39.9	--	39	44	8	3	9.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
CENTRAL VIRGINIA CC (1)	47.6	43.5	39.2	--	--	*43.7	--	56	39	14	0	9.5
DABNEY S LANCASTER CC (1)	+	43.8	33.7	32.3	--	*36.8	--	27	44	19	0	8.6
DANVILLE CC (1)	49.1	40.3	37.7	32.0	--	*40.0	--	50	24	14	0	9.0
EASTERN SHORE CC (1)	--	40.6	31.8	--	--	*37.3	2.0	14	36	7	0	8.3
GERMANNA CC (1)	46.9	41.2	34.4	29.8	--	*39.2	--	45	56	2	2	8.9
J SARGEANT REYNOLDS CC (1)	48.8	43.1	37.4	33.1	--	41.7	5.2	138	45	0	0	9.3
JOHN TYLER CC (1)	45.8	40.3	36.0	33.3	--	38.9	--	65	55	11	0	8.8
LORD FAIRFAX CC (1)	43.7	38.6	35.5	31.0	--	*36.9	--	42	33	0	0	8.5
MOUNTAIN EMPIRE CC (1)	43.5	39.6	36.4	34.9	--	*39.3	--	47	32	0	0	8.9
NEW RIVER CC (1)	45.2	46.1	37.4	33.2	--	*39.4	--	54	50	6	0	8.9
NORTHERN VIRGINIA CC (1)	49.8	44.0	39.4	35.4	--	43.6	4.6	476	52	7	0	9.6
PATRICK HENRY CC (1)	41.3	40.0	34.4	32.4	--	*36.8	--	40	53	13	0	8.5
PAUL D CAMP CC (1)	+	40.6	36.2	32.0	--	*38.4	4.2	24	33	0	4	8.8
PIEDMONT VIRGINIA CC (1)	45.2	41.0	37.0	--	--	*41.7	--	47	47	0	2	9.2
RAPPAHANNOCK CC (1)	+	44.1	35.9	30.6	--	*37.6	4.7	28	46	0	0	8.8
RICHARD BLAND THE C OF WILLIAM & MARY (1)	47.3	41.3	34.6	--	--	*42.3	-0.5	34	41	82	0	10.4
SOUTHSIDE VIRGINIA CC (1)	+	39.2	37.3	30.9	--	*36.4	--	45	44	0	15	8.5
SOUTHWEST VIRGINIA CC (1)	45.2	42.4	37.7	32.2	+	*39.4	--	60	33	7	20	8.9
THOMAS NELSON CC (1)	49.4	41.8	35.9	31.4	--	39.3	4.4	100	52	7	0	8.9
TIDEWATER CC (1)	44.9	41.1	35.3	29.9	--	39.2	--	236	42	3	9	8.9
VIRGINIA HIGHLANDS CC (1)	42.0	40.9	36.6	--	--	*40.0	--	50	48	4	2	8.9
VIRGINIA WESTERN CC (1)	45.6	42.4	38.1	--	--	*41.5	--	80	48	14	7	9.2
WYTHEVILLE CC (1)	42.8	41.8	35.5	31.2	--	*38.9	--	49	53	14	0	8.8
BA												
U OF VIRGINIA-CLINCH VALLEY C (1)	52.6	44.9	38.9	--	--	*44.3	6.3	55	33	55	7	10.6
VIRGINIA MILITARY INST (1)	61.1	45.7	40.0	33.3	--	*53.1	6.3	103	10	71	0	13.7
BA+												
CHRISTOPHER NEWPORT U (1)	59.6	50.9	40.8	34.3	--	48.4	5.7	166	32	53	0	11.7
LONGWOOD C (1)	58.6	47.6	39.7	33.0	--	46.9	--	158	41	68	0	11.9
MARY WASHINGTON C (1)	56.9	45.7	37.0	32.9	--	*46.1	--	173	41	62	2	10.0
RADFORD U (1)	53.5	43.8	37.6	28.3	--	45.1	3.8	352	41	67	0	--
VIRGINIA STATE U (1)	53.7	48.0	43.8	33.6	--	46.0	--	144	33	45	14	10.2
DOCTORAL												
COLLEGE OF WILLIAM & MARY (1)	76.5	54.6	43.4	34.2	--	58.9	6.8	445	30	52	12	13.6
GEORGE MASON U (1)	80.2	56.7	44.8	39.4	--	61.0	-1.1	664	34	66	11	19.0
JAMES MADISON U (1)	58.8	50.8	41.3	32.8	--	49.6	4.0	550	35	60	5	12.6
NORFOLK STATE U (1)	56.3	49.9	39.6	32.9	--	*45.7	--	277	46	28	13	12.0
OLD DOMINION U (1)	68.9	51.3	43.8	33.6	--	51.6	7.2	558	31	61	6	12.9
U OF VIRGINIA-MAIN CAMPUS (1)	80.8	56.8	46.2	38.9	--	63.5	4.1	847	28	66	17	15.1
VIRGINIA COMMONWEALTH U (1)	69.8	55.4	43.8	30.3	--	55.7	3.7	510	35	69	34	12.9
VIRGINIA POLYTECH INST & STATE UNIV (1)	75.1	54.3	48.0	27.5	--	58.5	5.3	938	25	70	34	12.5
Independent Institutions												
AA												
JOHNSON & WALES U-NORFOLK (1)	--	+	29.9	--	--	*29.9	--	13	38	0	0	7.4
BA												
BLUEFIELD C (1)	39.8	33.5	28.7	--	--	*32.4	--	32	25	0	0	7.4
BRIDGEWATER C (1)	51.6	43.6	38.3	--	--	*44.2	1.4	66	27	74	4	10.1
CHRISTENDOM C (3)	--	--	--	--	--	+	--	11	--	--	--	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
COMM HOSP OF ROANOKE VLY C OF HLTH SCI (1)	+	+	33.6	--	+	*33.6	3.2	14	86	0	53	6.4
EMORY & HENRY C (1)	52.6	42.9	34.2	--	--	*41.4	1.6	62	34	61	0	7.9
FERRUM C (1)	44.9	36.5	32.1	--	--	*38.4	--	69	39	74	3	8.3
HAMPDEN-SYDNEY C (1)	60.7	44.0	38.3	32.2	--	48.4	--	86	24	60	0	10.6
RANDOLPH-MACON C (1)	57.6	42.1	37.1	30.9	--	44.2	0.9	82	37	60	0	--
RANDOLPH-MACON WOMAN'S C (1)	56.0	45.5	36.7	33.2	--	46.1	0.8	69	52	72	0	13.2
ROANOKE C (1)	55.1	45.9	36.6	--	--	46.5	4.8	92	37	79	0	11.3
SAINT PAULS C (1)	33.6	+	31.1	29.1	--	*31.3	--	25	24	28	14	6.6
SOUTHERN VIRGINIA C (3)	--	--	--	--	--	--	--	--	--	--	--	--
SWEET BRIAR C (1)	55.5	46.1	38.4	--	--	*49.1	--	65	46	77	0	9.9
VIRGINIA INTERMONT C (1)	35.3	35.2	30.3	26.8	--	*32.5	--	38	42	42	7	6.8
VIRGINIA WESLEYAN C (1)	57.3	49.5	39.6	--	--	*48.6	--	68	38	40	0	14.6
WASHINGTON & LEE U (1)	86.5	62.1	48.3	--	--	74.5	3.2	168	18	82	0	16.8
BA+												
AVERETT C (1)	43.7	37.2	33.2	--	--	*38.4	--	60	33	60	0	7.9
EASTERN MENNONITE U (1)	46.2	38.2	33.8	29.0	--	*39.7	--	68	32	57	0	9.1
HOLLINS C (1)	56.7	44.1	36.2	30.0	--	45.2	--	73	49	70	0	10.8
INST OF TEXTILE TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
LYNCHBURG C (1)	50.1	44.9	38.0	--	--	*45.1	--	106	36	70	0	10.5
MARY BALDWIN C (1)	51.9	43.5	36.6	21.7	20.2	*39.8	--	73	49	53	13	10.2
MARYMOUNT U (1)	54.3	45.1	38.4	--	--	*46.7	--	102	61	61	6	12.8
ROCKINGHAM MEMHOSP SCHL OF MED TECHN (1)	--	--	--	--	--	--	--	0	--	--	100	--
SHENANDOAH U (1)	50.4	44.4	38.2	30.2	--	*44.5	--	80	40	16	38	9.7
U OF RICHMOND (1)	83.0	61.1	48.5	--	--	66.7	4.7	225	26	73	0	15.4
DOCTORAL												
HAMPTON U (1)	58.2	45.4	37.2	32.4	--	42.9	7.7	255	47	41	14	6.6
LIBERTY U (1)	38.9	38.3	31.6	26.0	--	35.0	0.3	150	38	0	13	6.2
PRESBYTERIAN SCHL OF CHRISTIAN EDUC (3)	--	--	--	--	--	+	--	6	--	--	--	--
PROTESTANT EPISCOPAL THEOL SEM IN VA (1)	--	--	--	--	--	--	--	0	--	--	100	--
REGENT U (1)	61.7	52.7	49.0	--	--	*55.7	--	59	12	51	0	--
UNION THEOL SEM IN VIRGINIA (1)	--	--	--	--	--	--	--	0	--	--	100	--
VIRGINIA UNION U (1)	54.2	42.8	33.5	28.1	--	*36.4	--	81	44	23	0	6.2

WASHINGTON

Public Institutions

AA	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BATES TECH C (1)	--	--	--	48.5	--	48.5	--	11	100	91	90	12.7
BELLEVUE CC (1)	--	--	--	--	43.0	43.0	2.4	122	52	77	3	11.2
BELLINGHAM TECH C (1)	--	--	--	--	42.9	42.9	3.7	39	33	62	11	11.3
BIG BEND CC (1)	--	--	--	--	39.8	39.8	1.5	47	36	74	0	10.5
CENTRALIA C (1)	--	--	--	--	39.9	39.9	0.4	52	38	77	2	10.7
CLARK C (1)	--	--	--	--	38.9	38.9	1.1	139	45	86	0	10.4
CLOVER PARK TECH C (3)	--	--	--	--	--	+	--	5	--	--	--	--
COLUMBIA BASIN C (1)	--	--	--	--	40.0	40.0	1.7	77	42	77	3	10.4
EDMONDS CC (1)	--	--	--	--	42.5	42.5	3.5	124	52	70	0	11.0
EVERETT CC (1)	--	--	--	--	38.2	38.2	-1.2	104	45	73	0	10.5
GRAYS HARBOR C (1)	--	--	40.7	--	--	40.7	1.3	41	29	93	0	10.8
GREEN RIVER CC (1)	--	--	--	--	43.8	43.8	3.2	104	33	68	0	11.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
HIGHLINE CC (1)	--	--	--	--	41.4	41.4	4.1	103	50	75	0	10.9
LAKE WASHINGTON TECH C (1)	--	--	--	--	39.9	39.9	3.3	52	46	0	0	10.8
LOWER COLUMBIA C (1)	--	--	--	--	41.0	41.0	3.6	74	45	88	0	--
NORTHWEST INDIAN C (2)	--	--	--	--	--	--	--	--	--	--	--	--
OLYMPIC C (1)	--	--	--	--	38.6	38.6	-2.1	90	43	68	0	10.3
PENINSULA C (1)	--	--	--	--	37.4	37.4	0.5	54	46	54	17	10.1
PIERCE C (1)	--	--	--	--	38.9	38.9	5.5	101	50	76	1	10.9
RENTON TECH C (1)	--	--	--	--	41.3	41.3	5.5	64	48	70	2	10.8
SEATTLE CC-CENTRAL CAMPUS (1)	--	--	--	--	38.9	38.9	--	145	48	82	0	10.3
SEATTLE CC-NORTH CAMPUS (1)	--	--	--	--	40.4	40.4	3.8	102	48	81	0	10.7
SEATTLE CC-SOUTH CAMPUS (1)	--	--	--	--	39.9	39.9	2.9	74	30	86	0	10.6
SHORELINE CC (1)	--	--	--	--	43.9	43.9	5.0	129	54	84	0	11.3
SKAGIT VALLEY C (1)	--	--	--	--	36.7	36.7	-0.3	96	51	76	2	10.0
SOUTH PUGET SOUND CC (1)	--	--	--	--	36.3	36.3	-0.6	78	47	73	0	9.9
SPOKANE CC (1)	--	--	--	--	40.8	40.8	-0.7	179	37	89	0	11.5
SPOKANE FALLS CC (1)	--	--	--	--	40.1	40.1	-1.4	144	42	74	0	11.5
TACOMA CC (1)	--	--	--	--	42.5	42.5	-1.0	78	44	83	0	10.8
WALLA WALLA CC (1)	--	--	--	--	41.8	41.8	6.4	90	40	77	2	10.9
WENATCHEE VALLEY C (1)	--	--	--	--	39.3	39.3	7.5	50	44	88	0	10.6
WHATCOM CC (1)	--	--	--	--	38.4	38.4	5.8	39	54	69	0	10.5
YAKIMA VALLEY CC (1)	--	--	--	43.9	+	*43.9	--	96	49	77	0	11.3
BA+												
CENTRAL WASHINGTON U (1)	49.6	40.5	36.7	32.5	--	43.2	0.0	335	31	59	1	10.9
EASTERN WASHINGTON U (1)	54.6	45.6	38.2	31.5	--	47.7	6.4	316	32	75	9	11.4
EVERGREEN STATE C (1)	--	--	--	--	44.9	44.9	3.2	153	42	0	0	11.5
U OF WASHINGTON-BOTHELL BRANCH (1)	76.9	51.3	46.4	39.5	+	*48.9	--	38	47	34	7	11.6
U OF WASHINGTON-TACOMA BRANCH (1)	61.4	50.3	46.3	49.7	--	*50.0	5.6	31	52	35	9	11.5
WESTERN WASHINGTON U (1)	57.1	46.6	38.9	31.2	--	*47.8	--	433	30	66	0	11.2
DOCTORAL												
U OF WASHINGTON (1)	71.9	51.8	46.7	39.1	27.8	*59.6	--	1,420	29	73	24	13.9
WASHINGTON STATE U (1)	67.4	50.6	44.6	31.8	--	52.2	4.6	740	31	58	26	12.1
Independent Institutions												
AA												
PERRY TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
CORNISH C OF THE ARTS (1)	--	--	--	--	21.8	21.8	-3.0	47	43	0	0	4.4
HENRY COGSWELL C (1)	--	--	--	--	--	--	--	0	--	--	100	--
NORTHWEST C OF THE ASSEMBLIES OF GOD (1)	43.5	+	34.1	--	--	*36.8	6.3	33	30	39	3	--
PUGET SOUND CHRISTIAN C (1)	+	34.4	+	--	--	*34.4	7.8	7	14	0	22	--
WHITMAN C (1)	68.8	51.2	40.7	33.7	--	53.0	--	102	31	66	0	13.8
BA+												
ANTIOCH U-SEATTLE BRANCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
CITY U (1)	--	--	--	--	--	--	--	0	--	--	100	--
FULLER THEOL SEM IN WASHINGTON (1)	--	--	--	--	--	--	--	--	--	--	--	--
GOLDEN GATE U-SEATTLE (1)	--	--	--	--	--	--	--	--	--	--	--	--
HERITAGE C (1)	--	--	32.8	--	--	*32.8	-3.8	11	36	0	74	7.0
LUTHERAN BIBLE INST OF SEATTLE (1)	--	--	--	--	--	--	--	0	--	--	100	--
PACIFIC LUTHERAN U (1)	55.4	46.6	38.1	33.9	--	*47.4	--	223	40	74	3	12.1

	Prof ($)	Assc ($)	Asst. ($)	Inst / Lect ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene ($)
SAINT MARTINS C (1)	44.0	37.3	30.4	--	--	36.3	0.5	57	32	84	0	10.3
U OF PUGET SOUND (1)	71.7	54.7	44.8	--	--	60.1	3.8	178	31	54	0	15.9
WALLA WALLA C (1)	37.2	35.1	33.9	30.0	--	35.2	--	135	35	60	0	8.2
WHITWORTH C (1)	53.2	44.1	36.2	31.0	--	43.2	-0.6	81	33	52	4	8.8
DOCTORAL												
GONZAGA U (1)	67.9	47.4	38.6	37.7	--	50.4	15.5	227	30	59	13	10.2
SEATTLE PACIFIC U (1)	53.1	44.3	37.5	31.0	--	*45.8	--	138	36	62	0	11.9
SEATTLE U (1)	74.5	54.5	48.1	36.6	--	55.0	2.3	284	42	56	1	13.6

WEST VIRGINIA

Public Institutions												
AA												
MINERAL COUNTY VOCATIONAL TECH CTR (2)	--	--	--	--	--	--	--	--	--	--	--	--
POTOMAC STATE C OF WEST VIRGINIA U (1)	43.2	36.7	25.3	--	--	*39.5	7.2	31	29	77	9	9.8
SW VIRGINIA COMM & TECH C (1)	46.4	36.9	31.8	27.5	--	34.8	4.6	54	50	65	0	8.7
WEST VIRGINIA NORTHERN CC (1)	43.8	33.3	28.6	25.5	--	35.2	--	63	59	68	5	8.9
BA												
BLUEFIELD STATE C (1)	47.6	38.2	33.9	28.2	--	38.2	3.7	73	48	63	5	8.5
CONCORD C (1)	45.7	38.1	32.5	25.1	--	36.7	--	93	33	51	7	8.9
FAIRMONT STATE C (1)	48.8	42.0	37.5	32.8	--	41.7	1.2	174	35	63	10	9.0
GLENVILLE STATE C (1)	45.3	39.0	34.1	32.2	--	*37.3	6.7	69	36	54	10	9.6
SHEPHERD C (1)	47.3	41.2	37.0	32.7	--	40.5	--	122	38	64	2	9.0
WEST LIBERTY STATE C (1)	46.6	37.9	29.8	--	--	*39.5	1.0	120	34	76	0	9.4
WEST VIRGINIA STATE C (1)	44.1	36.4	31.5	26.1	--	34.4	-0.4	126	48	38	4	8.3
WEST VIRGINIA U AT PARKERSBURG (1)	43.0	37.6	32.9	27.5	--	38.0	2.7	76	42	78	1	8.4
BA+												
WEST VIRGINIA GRAD C (3)	--	--	--	--	--	+	--	45	--	--	--	--
WEST VIRGINIA U INST OF TECHNOLOGY (1)	46.4	39.9	32.6	29.5	--	40.7	1.6	111	30	72	3	9.8
DOCTORAL												
MARSHALL U (1)	52.7	43.2	34.1	24.6	--	44.0	4.6	434	37	70	4	9.7
WEST VIRGINIA U (1)	63.6	50.4	40.1	29.6	--	51.4	4.7	644	30	61	20	10.1
Independent Institutions												
BA												
APPALACHIAN BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BETHANY C (1)	51.3	41.6	34.1	--	--	43.2	13.7	58	31	71	0	13.5
DAVIS & ELKINS C (1)	40.1	37.5	32.0	25.9	--	34.1	5.0	56	41	38	0	10.4
OHIO VALLEY C (1)	29.9	31.7	+	--	--	*30.9	15.8	14	29	100	13	7.1
THE C OF WEST VIRGINIA (1)	+	37.8	33.2	34.2	--	*35.1	1.4	24	58	0	60	7.1
BA+												
ALDERSON BROADDUS C (1)	38.1	33.7	28.5	31.6	--	*32.2	--	48	60	54	11	13.0
CHARLESTON AREA MED CTR SCHL OF CYTOTECHN (1)	--	--	--	--	--	--	--	0	--	--	100	--
SALEM-TEIKYO U (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF CHARLESTON (1)	42.1	40.2	34.3	31.3	--	*36.7	2.8	60	62	0	17	7.6
WVA UNIV HOSP DEPT OF NUTR & DIETETICS (1)	--	--	--	--	--	--	--	--	--	--	--	--
WEST VIRGINIA WESLEYAN C (1)	47.7	40.7	34.9	--	--	40.6	--	72	39	58	0	10.4
WHEELING JESUIT U (1)	42.9	39.6	33.3	27.6	--	*36.3	--	68	34	63	9	7.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
WISCONSIN												
Public Institutions												
AA												
BLACKHAWK TECH C (1)	--	--	--	--	48.7	48.7	3.6	91	51	0	0	15.9
CHIPPEWA VALLEY TECH C (1)	--	--	--	--	47.3	47.3	2.9	153	44	0	16	16.3
COLLEGE OF THE MENOMINEE NATION (1)	--	--	--	--	9.9	9.9	--	10	50	0	50	0.9
FOX VALLEY TECH C AT APPLETON (1)	--	--	--	--	48.9	48.9	3.6	196	49	0	31	15.3
GATEWAY TECH C (1)	--	--	--	--	50.6	50.6	3.0	236	58	0	1	16.2
LAC COURTE OREILLES OJIBWA CC (1)	--	--	--	--	21.6	21.6	--	16	56	0	0	7.1
LAKESHORE TECH C (1)	--	--	--	--	48.8	48.8	0.4	89	43	0	12	17.5
MADISON AREA TECH C (1)	--	--	--	--	55.4	55.4	3.7	395	45	0	0	19.9
MID-STATE TECH C (1)	--	--	--	--	47.4	47.4	2.6	74	47	0	8	15.9
MILWAUKEE AREA TECH C (1)	--	--	--	--	59.6	59.6	5.1	597	47	0	0	20.4
MORAINE PARK TECH C (1)	--	--	--	--	49.1	49.1	3.9	128	42	0	10	17.4
NICOLET AREA TECH C (1)	--	--	--	--	46.4	46.4	5.4	60	48	100	14	15.3
NORTHCENTRAL TECH C (1)	--	--	--	--	47.1	47.1	-0.4	159	43	0	0	13.6
NORTHEAST WISCONSIN TECH C (1)	--	--	--	--	48.4	48.4	1.4	187	41	0	8	15.4
SOUTHWEST WISCONSIN TECH C (3)	--	--	--	--	--	+	--	72	--	--	--	--
U OF WISCONSIN CS (1)	50.3	41.7	37.2	--	--	*43.4	--	294	28	89	0	13.0
WAUKESHA COUNTY TECH C (1)	--	--	--	--	51.7	51.7	0.5	160	38	0	0	--
WESTERN WISCONSIN TECH C (1)	--	--	--	--	44.9	44.9	13.3	191	47	91	0	14.5
WISCONSIN INDIANHEAD TECH C (1)	--	--	--	--	44.3	44.3	3.9	146	40	100	3	14.6
BA+												
U OF WISCONSIN-EAU CLAIRE (1)	54.0	45.9	39.8	34.8	--	*48.1	--	346	30	82	1	13.7
U OF WISCONSIN-GREEN BAY (1)	55.0	45.4	38.9	30.0	--	*46.2	--	151	31	68	0	13.4
U OF WISCONSIN-LA CROSSE (1)	56.5	47.0	42.2	34.0	--	*47.8	--	337	31	74	1	13.7
U OF WISCONSIN-OSHKOSH (1)	59.4	47.5	40.9	31.5	--	*47.1	--	355	35	64	1	13.5
U OF WISCONSIN-PARKSIDE (1)	58.6	48.7	41.1	30.3	--	*48.8	--	151	31	68	1	13.8
U OF WISCONSIN-PLATTEVILLE (1)	58.1	44.6	39.5	32.2	--	49.0	--	192	22	76	3	13.9
U OF WISCONSIN-RIVER FALLS (1)	54.1	43.5	39.4	34.5	--	48.3	3.7	205	32	81	2	13.8
U OF WISCONSIN-STEVENS POINT (1)	56.8	46.2	39.3	34.5	--	*49.3	--	289	29	78	6	13.9
U OF WISCONSIN-STOUT (1)	55.2	43.9	39.9	32.7	--	47.0	3.4	272	33	68	1	13.5
U OF WISCONSIN-SUPERIOR (1)	53.8	42.2	36.5	31.6	--	*45.2	--	101	26	67	1	13.2
U OF WISCONSIN-WHITEWATER (1)	58.7	47.5	39.6	35.1	--	*46.9	--	365	38	64	0	13.5
DOCTORAL												
U OF WISCONSIN-MADISON (1)	74.4	55.9	51.2	41.7	--	*66.0	--	1,224	28	80	14	16.7
U OF WISCONSIN-MILWAUKEE (1)	67.0	53.3	46.1	35.4	--	*56.3	2.9	712	33	79	4	15.2
Independent Institutions												
AA												
MADISON JR C OF BUSINESS (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
BELLIN C OF NURSING (1)	--	+	42.6	36.5	--	*41.1	--	18	100	0	0	11.6
LAWRENCE U (1)	63.3	48.7	41.0	27.7	--	*50.0	3.5	110	32	63	0	9.9
MILWAUKEE INST OF ART DESIGN (1)	--	--	--	--	41.2	41.2	2.6	25	28	0	0	9.8
MOUNT SENARIO C (1)	+	29.1	26.5	--	--	*27.6	--	30	37	0	0	8.1
NAES MENOMINEE (2)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHLAND C (1)	42.7	39.1	29.5	--	--	*39.2	7.9	45	27	67	0	10.3
OTTAWA U-MILWAUKEE (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
RIPON C (1)	50.1	40.1	34.3	--	--	45.2	3.2	58	28	90	0	11.8
WISCONSIN LUTHERAN C (1)	42.3	37.3	31.2	--	--	*34.3	--	29	28	0	0	11.2
BA+												
ALVERNO C (1)	44.0	34.6	29.7	--	--	33.7	2.4	110	73	70	3	--
BELOIT C (1)	61.4	47.4	40.9	--	--	*50.5	--	88	34	59	0	12.0
CARDINAL STRITCH U (1)	50.4	41.6	34.2	29.1	--	*39.0	--	67	70	61	7	--
CARROLL C (1)	50.0	48.4	40.8	--	--	46.6	15.3	72	36	76	3	13.1
CARTHAGE C (1)	54.1	43.8	38.3	24.9	--	43.8	--	93	32	47	0	12.2
CONCORDIA U-WISCONSIN (1)	48.0	46.1	43.2	34.5	37.2	*42.7	--	91	44	2	0	10.4
EDGEWOOD C (1)	46.6	40.6	33.9	--	--	*40.7	--	72	44	58	1	10.1
LAKELAND C (1)	50.9	39.9	35.6	30.8	--	*38.5	--	39	44	51	5	7.9
MARANATHA BAPTIST BIBLE C INC (1)	24.1	21.3	23.6	--	--	*22.4	--	33	27	0	0	9.9
MARIAN C OF FOND DU LAC (1)	51.8	41.5	35.0	--	--	*39.1	--	55	49	55	8	9.6
MILWAUKEE SCHL OF ENGINEERING (1)	50.0	43.9	39.1	--	--	46.5	--	100	21	0	7	10.7
MOUNT MARY C (1)	48.8	39.1	33.2	28.3	+	*38.0	--	78	85	59	0	5.8
NASHOTAH HOUSE (1)	--	--	--	--	--	--	--	0	--	--	100	--
SACRED HEART SCHL OF THEOLOGY (1)	48.5	+	+	--	--	*48.5	1.5	13	23	0	0	--
SAINT NORBERT C (1)	61.3	47.6	39.3	--	--	*46.3	0.8	111	29	67	0	15.8
SILVER LAKE C (1)	+	38.8	30.1	30.1	--	*33.9	2.0	19	63	0	5	--
VITERBO C (1)	47.5	39.7	34.6	26.5	--	*36.6	--	82	52	40	0	8.6
DOCTORAL												
MARQUETTE U (1)	72.6	55.0	44.5	--	--	56.3	3.4	425	26	71	12	15.3
WISCONSIN SCHL OF PROF PSYCH (1)	--	--	--	--	--	--	--	0	--	--	100	--

WYOMING

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
CASPER C (1)	--	--	--	--	35.7	35.7	3.1	134	41	91	7	9.6
CENTRAL WYOMING C (1)	35.1	31.3	27.3	20.6	--	*28.4	-1.2	46	48	0	8	8.0
EASTERN WYOMING C (1)	--	--	--	--	31.2	31.2	-5.1	37	38	76	8	8.3
LARAMIE COUNTY CC (1)	--	--	--	--	34.4	34.4	1.9	77	51	0	4	9.5
NORTHWEST CC (1)	41.1	36.6	31.8	26.2	--	*32.5	--	87	28	71	0	8.9
SHERIDAN C (1)	--	--	--	--	33.3	33.3	1.1	70	53	76	3	8.9
WESTERN WYOMING CC (1)	46.7	40.9	33.1	27.2	--	*33.5	--	58	55	0	5	9.8
DOCTORAL												
U OF WYOMING (1)	58.4	46.0	41.1	31.2	--	46.9	0.4	507	29	62	18	10.9

National Education Association

Excellence in the Academy Awards

The 1999 National Education Association Art of Teaching Prize
A $2,500 award for an essay that illuminates one professor's approach to the complex and intangible dynamic that inspires students with a love of learning or an article that offers practical approaches to improving teaching and learning at the college level.

The 1999 National Education Association Democracy in Higher Education Prize
A $2,500 award for an article that contributes to the expansion of the welcoming and democratic culture of higher learning and the ideals of tolerance, justice, and the unfettered pursuit of truth traditional to the academy.

The 1999 National Education Association New Unionism in the Academy Prize
A $2,500 award for an article that describes a higher education local union's collective approach to uniting the academic community in pursuit of quality higher education for all.

The 1999 National Education Association New Scholar Prize
A $2,500 award for an article by a scholar with less than seven years of full- or part-time employment in higher education. The submission can be made in any of the categories listed above.

The National Education Association is proud to announce a series of awards intended to advance the Association's commitment in higher education. The deadline for submission for the 1999 awards is September 30, 1999. The competition is open to the entire academic community.

The winning entries will be published in *Thought & Action*, the NEA higher education journal. All entries will be considered for publication in *Thought & Action*. Prize winners will also be asked to be presenters at the National Education Association Higher Education Conference, as guests of NEA.

Submissions will be blind reviewed by eight higher education members of the *Thought & Action* Review Panel. For submission guidelines or further information, visit the National Education Association higher education Web site: www.nea.org/he, E-mail clehane@nea.org, or write Con Lehane, Editor, Higher Education Publications, National Education Association, 1201 Sixteenth Street, N.W., Washington, D.C. 20036.

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